
Takoma Park
City Budget
July 1, 2003
thru
June 30, 2004

Mayor

Kathryn H. Porter

Councilmembers

Joy Austin-Lane

Roland Dawes

Marc Elrich

Share Maack

Carol Stewart

Bruce R. Williams

City Manager

Richard M. Finn

Deputy City Manager

T. Wayne Hobbs

City Clerk

Catherine E. Waters, CMC/AAE

Treasurer

Linda McKenzie

FY03 Budget Team

Linda McKenzie, Team Leader

Catherine Waters, Team Leader

Rick Finn

Wayne Hobbs

Daryl Braithwaite

Budget Preparation

Jessie Carpenter

Peggye Forster

Sofia Francisco

Patrick Rittenhouse

Catherine Waters

FY04 Budget Calendar
Operating and Capital Improvements (CIP FY04-08) Budgets

January 6	Presentation of FY02 Financial Audit
January 27	Update on Staff Progress with FY03 Council Goals (Adopted Initiatives)
February 3	Discussion of FY03 CIP “Hold” Items; Discussion of Projections for FY03 Revenues and FY04 Revenues and Expenditures
February 11	Council Retreat to Discuss Existing Goals, Changes to Goals and Any New Goals for FY04
February 12-26	Staff Discussion of Additional Council Goals and Changes in Existing Goals (Outcomes of Council Retreat)
March 3	Presentation of Proposed Council Goals Initiatives for Inclusion in FY04 Budget, including Fiscal Impact and other Information generated by Staff Discussion; Council Direction and Finalization of FY04 List of Priorities
March 3	Update on Preliminary Revenues and Expenditures for FY03 and FY04
March 21	Proposed FY04 Budget to Council
March 24	Proposed FY04 Budget Available to Public Overview of Highlights from Proposed FY04 Budget
April 7	Budget Public Hearing & Budget Worksession
April 14	Budget Public Hearing & Budget Worksession Public Hearing - Constant Yield Tax Rate
April 21	Budget Worksession
April 28	Budget Worksession
May 5	Budget Worksession
May 12	Budget Worksession
May 19	Budget Worksession & Reconciliation
May 27	1 st Reading - Budget Ordinances (Tax Rate, Stormwater, FY04 Budget)
June 9	2 nd Reading - Budget Ordinances (Tax Rate and FY04 Budget) (FY04 Budget including FY04-08 CIP Budget Adopted) 1 st Reading - Budget Ordinance (Pay Scales)
June 30	2 nd Reading - Budget Ordinances (Stormwater and Pay Scales)

General Fund

Summaries of Revenue and Expenditures

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund as restricted funds. Its primary revenue base is from property tax revenues, though there are a variety of general revenues that support the operation of City programs and services.

Tax Levies and Other Revenues Descriptions and Legal Authority

Refer to the City's "Revenue Handbook" (published October 2000; revised July 2003) for detailed descriptions of each revenue source and the corresponding legal citation, explanation of formula, collection schedule and contact person/department with more information regarding the source.
(Exhibit 2)

General Government

Summary of Programs

	<u>FY03</u> <u>Adopted</u>	<u>FY04</u> <u>Adopted</u>	<u>Percent</u> <u>Change</u>
Legislative			
Personal Services	\$ 30,500	\$ 41,500	36.0%
Operating Costs	\$ 30,500	\$ 49,585	62.6%
Totals:	\$ 61,000	\$ 91,085	49.3%
General Management			
Personal Services	\$740,169	\$ 868,741	17.4%
Operating Costs	\$155,657	\$ 144,000	(7.5%)
Totals:	\$895,826	\$1,012,741	13.1%
Finance			
Personal Services	\$241,504	\$260,272	7.8%
Operating Costs	\$ 91,200	\$ 88,530	(2.9%)
Totals:	\$332,704	\$348,802	4.8%
Legal Services			
Personal Services	\$ 0	\$ 0	
Operating Costs	\$114,000	\$ 112,000	(1.8%)
Totals:	\$114,000	\$112,000	(1.8%)
Information Systems			
Personal Services	\$122,417	\$143,037	16.8%
Operating Costs	\$ 57,800	\$ 56,100	(2.9%)
Totals:	\$180,217	\$199,137	10.5%
Total, General Government:			
Personal Services	\$1,134,590	\$1,313,550	15.8%
Operating Costs	\$ 449,157	\$ 450,215	(0.2%)
Total:	\$1,583,747	\$1,763,765	11.4%

General Government

General Government includes the following service areas:

Legislative

General Management

- Human Resources and Risk Management

- City Clerk

Accounting

Legal Services

The City operates under a Council-Manager form of government. The Mayor and City Council are elected officials who serve as the legislative, policy-making body, composed of seven citizens elected to two year terms.

Management includes the City's top management team. The City Manager is appointed by the City Council and is responsible for providing professional management oversight of all City departments; directing the administration and execution of policies and goals formulated by City Council; acting as an advisor to the City Council on policy matters; and preparing the annual budget. The Deputy City Manager's primary responsibilities include Human Resources, including negotiating labor contracts; Risk Management; oversight of the Media functions (Cable TV, City newsletter); oversight of the Information Systems Office and the Procurement Officer.

The City Clerk works directly with the City Manager and in consultation with the Mayor, arranges for the orderly execution of City Council business. The City Clerk serves as the liaison to City Council, the public and city departments. The City Clerk's office is also responsible for conducting the City's elections held every two years.

Accounting is responsible for financial management, payroll, purchase processing and accounts payable. This division collects and accounts for all City revenues, processes and accounts for all disbursements, conducts financial status reviews, and assists with the preparation of the annual budget.

Legal services are provided through the appointment by City Council of the City Attorney, who acts as the legal advisor for the Council, City Manager, Department Heads and Team Leaders.

PROGRAM: Legislative - City Council**Program cost: \$91,085**

The Mayor and Council are elected officials who serve as the policy-making body of the City. The Council is composed of seven citizens elected to two (2) year terms. The Mayor is elected at large and is a full voting member of the Council. The Mayor also sets the Council agenda, and chairs all Council meetings. The six Council members are elected by Ward and vote on policy matters.

Council responsibilities include enacting ordinances and resolutions, adopting an annual budget, levying property taxes, appointing the City Manager and City Attorney, making appointments to City committees and commissions, and representing the City at official functions. The Council meets in nonvoting work session on the first and third Monday evenings of each month, regular voting session on the second and fourth Monday evenings of each month, and holds public hearings, special voting sessions and closed sessions when necessary.

Primary Objectives

- Establish policy directions for the City Manager which is then carried out by the appropriate City Staff.
- Outline annual work plan for City Manager and conduct the Manager's annual evaluation.
- Conduct City Attorney services evaluation.
- Establishes and oversees the implementation of the approved City Council Goals which are detailed in Exhibit 1.

Budget Commentary

This program provides funding for Council salaries and operating expenses associated with the duties of the elected officials (e.g. volunteer awards, proclamations, etc.), elected officials' attendance at the annual Maryland Municipal League convention, and City Committee expenses.

PROGRAM: General Management

Program cost: \$1,012,741

Mission: For the benefit of city residents, their representatives, the City Council and City staff, the City Manager's office provides information to constituents, leadership on community planning for the future, and advocacy for the interests of City constituents so that the quality of life is preserved and enhanced through City services which are provided in a supportive and collaborative environment.

Primary Duties of the City Manager's Office:

- Lobbying on behalf of City

In consultation with City Council and State legislators, decide on City's legislative agenda for FY04 General Assembly session, including (possibly) the following:

- Pursue state/federal funding for public safety operations, e.g. increased state aid for police protection, funding for police crime prevention programs and possibly capital funding for police radio/computer equipment.
- Pursue fund for the City's Community Center.
- Pursue court process improvements that require State legislative action to improve court proceedings on court processing of parking and municipal infraction citations.
- Support Maryland Municipal League legislative agenda.

- Strategic Planning

Work closely with the Economic Development Strategic Committee to establish a City Economic Development Plan.

- Administration Process Improvements

Complete departmental connections to network version of CIVICALL, a constituent request tracking software, and upon review of current citizen request process, determine new processes to be followed for staff entry, follow-up and closure of citizen requests in a network environment. Develop and implement a policy for use by all City departments of the CiviCall system including the Council.

- To Carry Out the City Council Goals

To work with the City Manager and the City Departments to implement the approved Operational Plan to accomplish the following goals previously established by the City Council (Exhibit 1).

- Affordable Housing / Code Enforcement
- Broadening Citizen Involvement
- City Image / Preserving City Assets
- Community Center / Youth Opportunities
- Community-Oriented Policing (COP)
- Economic Development

SUB-PROGRAM: Human Resource Management

Human Resource Management exists for the benefit of city staff, citizens and the Council so that employees become highly skilled in the performance of their jobs and provide quality service to the citizens, Council and other staff. To accomplish this the Human Resources Team works with teams in all service areas and focuses on improving processes to reduce the cost of City operations. The Team is also responsible for developing a thorough training and development program which focuses on the key elements of each City job and has as its primary goal the provision of services which meet quality standards, for a reasonable cost, in a responsive time period and in a manner that satisfies the needs of the citizens.

The Human Resources Team is responsible for developing and recommending personnel policy; compiling and publishing personnel regulations; and administering the City's Organizational Development, Personnel Management, Training, and Risk Management programs.

Personnel Management

The major purpose of personnel management is to provide assistance to employees and management, and to research and provide technical advice as required in the following areas:

- | | |
|---|---------------------------------------|
| 1. Recruiting and hiring | 5. Compensation and benefits programs |
| 2. Implementing and monitoring City's Affirmative Action Plan | 6. Position classification |
| 3. Performance evaluation | 7. Labor relations |
| 4. Personnel records management | 8. Employee incentive awards programs |
| 9. Employee Assistance Program | |

Training and Development

This program involves an assessment of organization and individual employee training needs; integration of departmental training needs with organizational needs; assisting departments in the development of training plans, researching and advising on available training courses. This program also includes the administration of the Tuition Assistance Program. The orientation of new employees is also an important part of the training program.

Risk Management/Safety

The Risk Management program exists for the benefit of citizens and city staff so that City facilities are safe for public use, that a safe working environment for employees is maintained, and that City resources are adequately safeguarded. To accomplish this program, safety guidelines are developed and reviewed and procedures are implemented in order to provide a safe environment for employees and citizens using City facilities; reducing employee injuries, illnesses and the associated costs; decreasing liability exposure to the City; and decreasing operating costs through conservation of City property, equipment and facilities. An integral part of the safety program is the monitoring of the departments for compliance with OSHA standards and regulations; developing standard procedures for and the monitoring of accident reports; timely compliance with Workers Compensation reporting procedures; and monitoring and providing for adequate insurance coverage for the City.

SUB-PROGRAM: Office of the City Clerk

The Office of the City Clerk provides a variety of services and acts as a central source of information for residents, the City Council, Managers and staff, and other local governments and outside organizations. Activities focus around the Council's weekly meetings with a large portion of the work performed being in preparation for these meetings and in follow-up to Council actions.

The City Clerk also serves as the elections administrator for all City elections, manages the City's records retention and management program in compliance with state laws, and acts in the capacity as the official custodian of records.

City Council Goals

The City Clerk will continue to serve in the capacity of Co-Chair (along with the City Treasurer) for the City's Budget Team. During FY03, the Clerk took joint responsibility for implementation of the various initiatives identified in the former Fiscal Planning Council Goal. The objectives associated with this goal were initially completed in FY02 and incorporated into routine operating procedures. The City Clerk will continue to assist the Treasurer in assuring that many of the activities, formulated through implementation of the Fiscal Planning initiatives, will remain part of ongoing activities. Additionally, the City Clerk continues to pursue cross-training with the City Treasurer in order to develop a more comprehensive understanding of the accounting and financial management aspects of the City government.

The following initiatives have been identified for FY04 and will be incorporated into the City Clerk's work plan:

Broadening Citizen Involvement:

- Investigate and implement posting of Council Agenda items on web page via e-mail and the server.

Community Oriented Policing:

- Participate in activities related to implementation of community oriented policing.

Economic Development:

- Develop plan for long-term revenue development.

Further information is provided in Exhibit 1.

Budget Commentary

A Records Retention and Disposal Schedule has been developed and is under review by the State Records Management Division of the Department of General Services. Staff continues to evaluate current files and containment (readily accessible and archived files) as part of this project and explores alternatives to better manage records within limited office and storage space. Next steps in the project will involve final approval of the Schedule by the State Archivist, completion of file inventories, and implementation of a management plan.

Upon adoption of the Schedule, the City Clerk will research records management systems and other options to convert and condense archived records and other City documents to an alternate media for storage, indexing and retrieval, which would reduce the need for hard copy retention. Improving document management will better preserve important and historical City records and reduce bulk paper

files, allowing for continued records growth within confined space. Overall, this project is anticipated to have a positive impact on the City's image by addressing one contributor to the crowded office space environment (duplicate paper records which necessitate growing numbers of file cabinets). Funding for implementation of the records management system will be included in future Capital Improvements Projects (CIP) budget requests.

The City Clerk will continue to facilitate progress on the re-codification project which began in FY00, and will implement the shift to in-house codification (updating the City Code as amended, producing and distributing supplements, and ensuring availability of current the Code via the City's internal network to staff and via the Internet to residents and others).

Prior to the City's next election in November 2003, the City will go through a redistricting process based on the 2000 Census data. It is recognized that the outcome of the process will have an impact on the current Council Ward boundaries, corresponding constituencies, maps, and Ward designations for persons on the County and City voter rolls.

Council Meetings

Manage preparation of the Council's weekly and rolling agendas of meetings, organize and make meeting documents available to the public, and coordinate all matters pertaining to each meeting. Attend all Council meetings and record the minutes, and follow-up on all matters arising out of Council actions.

Primary Objectives

1. Make agendas available to all persons wishing to receive them.
2. Transcribe Council discussions on laptop computer during meetings to facilitate quick turnaround of minutes (i.e., draft minutes for Council consideration within two weeks of meeting).
3. Explore development of a home page for the Office of the City Clerk (linked to the City's web page) that will feature Council agendas, minutes of meetings, official notices and other information. (NOTE: The objective will be pursued once the re-codification project is completed and the new software package is brought on-line – designed to link the City Code, Resolutions, Ordinances, Agendas and Minutes for search/retrieval.)
4. Coordinate with individual Councilmembers in planning and executing walking City Council meetings in each Ward on an annual cycle.

Performance Measures and Ongoing Outputs

		FY02 <u>Actual</u>	FY03 <u>Actual</u>
1.	Regular Sessions	20	20
2.	Work Sessions	39	42
3.	Public Hearings	8	15
4.	Special Sessions	10	15
5.	Executive Sessions	25	30
6.	Walking City Council Meetings	6	6

Codification

Update the City Code based on adoption of Code-amending legislation. Produce and distribute Code supplements to City departments, other municipalities, and State, County, regional and other agencies which maintain reference copies of the City Code.

It should be noted that not all ordinances are codified, only those which effect a change to the City Code. Resolutions, with a couple of exceptions (i.e., Charter Amendment Resolutions and Annexation Resolutions), are not codified. Since all adopted legislation is not codified, the numbers of ordinances, resolutions and Charter Amendment resolutions adopted also reflect the Council's legislative activity and serve as a workload indicator for the persons responsible for drafting the legislation.

Primary Objectives

1. Continue to facilitate re-codification project which began in FY00.
2. Implement in-house codification and on-going maintenance of the City Code once re-codification project is completed.
3. Upon completion of the re-codification project, will provide current City Code to staff via City-wide network and to residents and others via a link to the City's Web page. Hard copies will remain available for public inspection in the Administration and City Clerk's Office, as well as the Library.

<u>Performance Measures and Ongoing Outputs</u>	FY02	FY03
	<u>Actual</u>	<u>Actual</u>
1. Ordinances adopted	49	54
2. Resolutions adopted	70	80
3. Charter Amendment Resolutions enacted	1	0

*Resolution required to adopt the amended Charter—completed in FY02 as part of the on-going re-codification project.

Licenses and Permits

Oversee processing and issuance of permit applications for restricted metro parking (Area B), street closures (block parties, neighborhood events, festivals, etc.), peddlers, canvassers and transient merchants, and sidewalk sales. Serve as signatory on all permits, including those prepared by other City departments (e.g., utilities, tree removal, street construction, construction dumpsters, driveway aprons, demonstrations/parades/events).

Primary Objectives

1. Continue to make recommendations regarding amendments to Code as it relates to activities for which a City license or permit is required.
2. Continue interdepartmental coordination regarding authorization and issuance of licenses and permits.
3. Explore automation of City's permitting/licensing processes.

Performance Measures and Ongoing Outputs

		FY02 <u>Actual</u>	FY03 <u>Actual</u>
1.	Peddler/Canvasser/Transient Merchant	7	8
2.	Public space/Street closures	25	25
3.	Sidewalk Sales	2	0
4.	Parking (Area B)	30	30
5.	Tree Permits	10	10
6.	Driveway Permits	3	3
7.	Utilities	40	40
8.	Construction dumpsters	5	5

Mailings

Supervise weekly mailing of agendas and rolling agendas to residents and others, as requested. Maintain mailing lists for community, citizen, tenant and business associations, and for various Council appointed committees. Compile special mailing lists for residents affected by matters requiring public or legal notice.

Primary Objectives

1. Update agenda mailing list by way of bi-annual survey to confirm recipients' desire to continue receiving the agenda.
2. Continue to provide weekly agenda via e-mail to individuals and groups upon request, and post the same to the message board on the City's web page.
3. Maintain current listings of local community associations and officers, and members on statutory committees.

Performance Measures and Ongoing Outputs

		FY02 <u>Actual</u>	FY03 <u>Actual</u>
1.	Weekly agendas mailed	76	48
2.	Zoning/variance cases	4	4
3.	Accessory apartments	2	2
4.	Liquor license applications	1	1
5.	Community association mailings	35	40

Petitions

Receive and verify petitions or requests from residents who want traffic control devices, permit parking areas, and sledding street designations. Coordinate input from Police, Public Works and ECD staff, as necessary. Provide for proper public and legal notice. Ensure processing according to City Code and/or regulations.

Primary Objectives

1. Provide resident with timely notification upon verification of petition or receipt of request.
2. Initiate processing of petitions and requests through interdepartmental coordination.

Performance Measures and Ongoing Outputs

	FY02 <u>Actual</u>	FY03 <u>Actual</u>
1. Speed hump petitions	3	7
2. Parking permit petitions	1	0
3. Sledding designations	1	0
4. Parking signs	9	6
5. Stop signs	9	2
6. Traffic calming devices	15	15

Reference Information

Provide general research and information services to Council, staff and citizens on City's past and current legislation, etc., using City, State and County Codes, and the City's central files and archives.

Primary Objectives

1. Keep reference library up-to-date; reduce duplication of reference materials.
2. Complete and adopt a state-approved records schedule.
3. Investigate and recommend document management options (electronic imaging (CD-ROM), software, etc.) to enable more efficient handling and accessibility of City records.
4. Continue to maintain file system for implementation of policy for centralization of City contracts, agreements, MOU's, etc.
5. Maintain archives and central files.

Performance Measures and Ongoing Outputs

	FY02 <u>Actual</u>	FY03 <u>Actual</u>
1. Reference sources		
(a) Central Files	670	730
(b) State Codes	1	1
(c) County Codes	2	2
(d) Other City Codes	7	9

Elections

The City Clerk is responsible for planning, coordinating and administering all aspects of the biennial Nominating Caucus and City Election (next City Election, November 2003), as well as any other elections that may be deemed necessary, and managing the non-U.S. citizen voter registration system.

The City has traditionally acquired voting machines, as needed, through the Prince George's County Board of Elections (i.e., lever machines), but this was not an option for the November 2001 City election since the State was in the processing of awarding a contract for voting machines which were to later be used by four Maryland counties in the State's 2002 General Election. In 2001, the City investigated alternative voting machines and contracted for the use of the AVC Advantage Voting Machines. The voters on election day were generally very pleased with the new machine.

Once again, the City will be in the position of introducing a new voting machine for the upcoming November 2003 election. The City Clerk will be coordinating the use of the voting machines which are now being used by Montgomery County. It is anticipated that there will be some costs associated with the use of the machines, and the selection of an alternate polling location (other than the Municipal Building) may be necessary depending on the progress with construction of the new community center in the Fall.

Primary Objectives

1. Work in consultation with Corporation Counsel to develop guidelines for the non-U.S. citizen voter registration process and maintenance of the non-U.S. citizen voter roll, and a procedure to follow in the event questions arise regarding registrations (e.g., proper/improper completion of voter application forms).
2. Continue to coordinate with Community Organizer in outreach efforts aimed at increasing voter registration (e.g., translation of voter form).

Performance Measures and Ongoing Outputs

	FY02 <u>Actual</u>	FY03 <u>Actual</u>
1. Registered voters	10,150	9,842
2. Non U.S. Citizen registered voters	450	494

Citizen Requests/Complaints

Supervise use of CiviCall automated customer support system to document, route and track disposition of citizens' requests and complaints regarding City services.

Primary Objectives

1. Provide immediate response to requests/complaints received via telephone, correspondence, suggestion boxes or visit from citizen.
2. Use computerized customer request/complaint system to aid in efficient and timely responses.

Performance Measures and Ongoing Outputs

	FY02 <u>Actual</u>	FY03 <u>Est. Actual</u>
1. Requests/Complaints	60	100

The Customer Service Specialist who is located at the Information Desk in the Municipal Building Lobby serves as the first point of contact for most callers/visitors coming into the City building and for

Councilmembers who wish to inquire about the status of items in the CiviCall system. This person uses CiviCall to route requests/complaints to the appropriate staff persons for follow-up. CiviCall provides an accurate means for tracking citizen requests/complaints. The above figures are estimates of the number of requests/complaints that are not easily resolved and result in more intensive research, evaluation and discussion.

Staff is in the process of evaluating the effectiveness of the CiviCall system and is expected to report on findings, along with any recommendations related to the on-going management and tracking of requests/complaints.

Performance Milestones / Benchmarks

<u>Performance Variable</u>	<u>Performance Milestone</u>	<u>FY03 Actual</u>
Percentage of City Council meeting minutes prepared for consideration/adoption by Council within 2 weeks.	95%	93%
Prompt issuance of Council referrals (follow-up items).	95% within 2 working days	98%

PROGRAM: Finance**Program Cost \$348,802**

The Finance Division is responsible for the financial administration of the City government through the development and implementation of sound financial policies and practices. Major functions the division is responsible for includes revenue collection, accounting and reporting for all funds, investments, disbursement of funds for goods and services, and monitoring of City budget.

Council Goals

The City Treasurer will continue to serve as Co-Chair (along with the City Clerk) for the City's Budget Team. During FY02, the City Treasurer and the City Clerk took joint responsibility for implementing various initiatives identified in the Fiscal Planning Council Goal. The initiatives under this goal have completed and the goal itself was not recognized as a specific Council Goal for FY03. During FY03 the City Treasurer and City Clerk have assured that many of the activities formulated through the Fiscal Planning initiatives are now routine processes and procedures.

The City Treasurer will continue to be involved in the cross-training of the City Clerk. This effort will result with the City Clerk developing a more comprehensive understanding of the City's accounting and financial management processes. The following will be included in the Finance Division's work plan:

Plan for Long Term Revenue Development

- Identify and outline components of plan. Discuss implementation steps and phases with Council.

Community Center/Youth Opportunities

- Coordinate with Recreation Committee to initiate private fund raising activities to include "buy a brick" programs, "plaza pavers", etc.

Program Objectives:

1. Provide quarterly budget amendments & financial updates to Council. Present quarterly updates on Revenues/Expenditures at staff meetings.
2. Continue implementation of three year plan to up-grade financial system (Software).
3. Continue process for overseeing existing and future grants(financial billing).
4. Complete cross-training of finance staff and City Clerk on all financial software modules.
5. Include two benchmarks in work plan (Grants and Accounts Payable).
6. Completion of GASB 34 implementation for city infrastructure based on recommendations by our auditing firm.

<u>Work Process Outputs</u>		<u>FY 03 Actual</u>	<u>FY 04 Projected</u>
1. Billing:			
Refuse and License billing			
# of invoices sent		600	600
Date of 1 st mailing		January	January
# of second notices sent	100		100
Date of 2 nd notice		March	February
# sent to tax sale (from prior year)		50	50
Stormwater Management			
Stormwater bills processed		4,100	4,100
Date of 1 st Mailing		March	March
Date of 2 nd notice		May	May
2. Payroll:		<u>FY 03</u>	<u>FY 04</u>
# of employees paid			
Bi-Weekly		182	182
3. Accounts Payable:		<u>FY 03</u>	<u>FY 04</u>
Invoice Processing			
# of invoices processed		6,000	6,000
% of invoices requiring additional information		5%	2%
# of checks written		4,500	4,500
4. Customer Service:			
# of walk-in serviced at window		5,350	5,350
% Police issue		10%	10%
% Recreation issue		30%	30%
% Other		60%	60%

Performance Benchmarks

<u>Performance Variable</u>	<u>Performance Milestone</u>	<u>FY03</u>	<u>FY04</u>
Timely payment of invoices.	Turn around time from invoice to payment: 21 days	25 days	23 days
Timely and accurate billings for grant reimbursements.	95% completed on time. 95% completed accurately.	On Target On Target	95% 96%

PROGRAM: Legal Services**Program cost: \$112,000**

The City Attorney is appointed by the City Council and serves as the primary legal advisor to the City Council, the City Manager, City staff, and City boards and commissions. The City Attorney drafts or reviews proposed ordinances and resolutions, researches questions of procedure and policy, and provides legal opinions to City officials addressing their powers and duties. The City Attorney prepares real estate purchase and sales agreements and easement agreements and deeds; reviews or develops contract specifications, leases and general agreements; represents the City in litigation, hearings; and prosecutes violations of the City Code including housing code and rent control violations.

Primary Objectives

1. Coordinate with each Department to prioritize goals for best use of legal services.
2. Draft or review priority legislation.

Budget Commentary

The Legal services budget includes expenses for legal advice to City officials and litigation expenses. Legal services are provided under agreement with the Law Offices of Silber & Perlman, PA.

PROGRAM: Information Systems**Program cost: \$199,137**

This program ensures the proper maintenance and operation of all City operated information system resources. These resources include computers, and all peripherals, the phone and voice-mail systems, phones and door entry control devices. The information systems manager also routinely answers staff requests for software support on word processing, spreadsheet, database, printing and all other computer related problems. All supported software is installed, upgraded and monitored for computer virus infection by the information systems manager and staff. Additionally, all Internet traffic is monitored for compliance with all established regulations.

In FY04 the information systems manager will manage the following priority projects.

A: Financial software migration: The Open Series migration will continue during this fiscal year. This year complaint tracking and permitting software will be added. A new cash receipts module that interfaces with the existing fund accounting software will also be installed.

Council Goals

The information systems manager will be responsible for initiatives included in the Council Goals report.

City Image

Assist the Web Master in implementing enhancements to city web pages. Improvements will enhance electronic government access.

Primary Objectives FY04

1. Continue to provide computer hardware and software support to staff as needed.
2. Continue the application of information systems master plan projects.
3. Participate in the ICMA benchmark project.
4. Monitor financial software migration and ensure successful completion of project.
5. Complete the integration of the Code Enforcement module in the Open Series software.
6. Start the integration of the Recreation module of the Open Series software.

<u>Performance Measures</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
<u>Computers Support</u>				
Workstations.	91	96	101	105
Printers	30	41	45	46
Novell Servers	4	6	6	6
Unix Servers	1	1	2	2
NT Servers	1	2	3	4
Routers	3	3	5	6
Hubs	2	14	12	9
Switches	0	1	5	3
<u>Phone Support</u>				
Phones	98	98	101	105
Voice Mail Systems	2	2	2	1

Police

Summary of Programs

	FY03 <u>Adopted</u>	FY04 <u>Adopted</u>	<u>Percent Change</u>
Office of the Chief			
Personal Services	\$420,408	\$395,766	-6%
Operating Costs	62,900	72,400	15
Totals:	\$483,308	468,166	-3%
 Operations			
Personal Services	\$2,127,448	\$2,161,515	2 %
Operating Costs	42,000	28,000	-33
Totals:	\$2,169,448	\$2,189,515	1%
 Criminal Investigations			
Personal Services	\$719,854	\$747,673	4%
Operating Costs	11,800	11,800	0
Totals:	\$731,654	\$759,473	4%
 Administrative Services			
Personal Services	\$479,047	\$565,580	18%
Operating Costs	150,000	135,700	-9.5
Totals:	\$629,047	\$701,280	11%
 Communications (Dispatch)			
Personal Services	\$298,866	\$316,893	6%
Operating Costs	17,000	13,000	-24
Totals:	\$315,866	329,893	4%
 TOTALS:			
Personal Services	\$4,045,623	\$4,187,427	3.5%
Operating Costs	\$ 283,700	260,900	-8
Totals:	\$4,329,323	\$4,448,327	3%

POLICE

Police Department Budget Commentary

This budget is being prepared with the premise that the Department will continue its organization and mission in its current state. The on-going review of the Department's needs and the community's expectation may result in changes in organization, human resources, and financial requirements.

The City Council has identified six goals to guide staff effort in FY03. One of the goals was Community-Oriented Policing; it read as follows:

"Includes activities currently listed under this goal, noting the emphasis on traffic enforcement and also putting an emphasis on contacts between the police and neighborhood representatives and the ongoing participation of neighborhood representatives in the evolution of community-oriented policing. Also includes developing new funding opportunities."

In FY03, the Police Department renewed emphasis on Community-Oriented Policing in support of the City Council's Goal. The Police Department and the Public Safety Citizens Advisory Committee (PSCAC) worked together to define community policing in Takoma park with community input into the process. The Department's structure of nine neighborhood beat teams put in place on October , 1999, provides a ready platform for the continuing evolution of neighborhood policing and police interaction with residents. The success of the Neighborhood Safety Contacts (NSC) initiative of the PSCAC will be enhanced by the beat officer strategy in place. An early 2002 meeting of NSC was followed by a COP in Action training seminar in September.

As the Council, the Department and the PSCAC continues to determine specific expectations for Community-Oriented Policing in Takoma Park, the Department will develop specific objectives and strategies for FY04. The overall direction is to reduce crime and the fear of crime through active neighborhood-based partnerships between police and the total Takoma Park community.

Priority Efforts in FY04 are:

1. Continue Implementation of Community-Oriented Policing (COP) as a Working Partnership Between the Police and the Community. A higher level of COP is being pursued by involving all Police Department members and establishing partnerships with residents, community-based organizations, City Departments, and other agencies to achieve common goals. Effort will be expended on improving communications with residents; the Department will support the PSCAC Neighborhood Safety Contact initiative as part of this initiative.
2. Provide Excellent Police service Delivery and Increase Police Visibility in the Community. Reassure Takoma Park citizens of the Department's commitment to providing excellent police services through increased visibility and quality contact with residents. Traffic enforcement operations throughout the city and on neighborhood streets will be continued to a) promote traffic safety, b) prevent crime through traffic enforcement operations, and c) increase our visibility to residents to reduce fear of crime. (Traffic enforcement is an effective crime prevention strategy since police stops of violators often result in the identification and arrest of persons wanted for crimes who may be in the neighborhood to commit another crime.) To promote safety and to achieve reductions in crime, the Department will work with surrounding jurisdictions and participate in inter-jurisdictional initiatives. The Department will continue its effort to promote quality contact with residents through walking and bicycle patrols. We will build upon the notion

of Takoma Park as a “pedestrian friendly” city.

3. Emphasize Integrity and a Positive Work Environment. The Department will continue to implement the Resolution Agreement between the City and the Department of Justice following the Department of Justice Civil Rights Compliance Review. Our objectives are to ensure employees a work environment of integrity, fairness, excellent performance, respect for all, and effective communications. High standards of conduct and professional ethics will be expected of all.

4. Accreditation. Law enforcement agencies can participate in a voluntary accreditation program, which demonstrates compliance with an established set of 439 standards in 38 chapters or topic areas. The Department was accredited in the early 1990s. In July 2002 the Department withdrew from a re-accreditation process and subsequently signed a contract with CALEA, the accrediting agency, to re-enter the process. In FY04, the Department will prepare for mock and final on-site inspections.

The Police Department will continue to review its organization and deployment of resources to address Council priorities and community needs for FY04. We will continue to work towards realizing the potential promised for improved communications and service delivery and empowerment of Department members.

A working relationship between the Department and community is key to achieving the benefits of Community-Oriented Policing in Takoma Park. Our thrust is to promote officer initiative in collaborating with residents to solve issues at the neighborhood level. Moving toward decentralization of responsibility and authority within the Department; Community-Oriented Policing embraces the strengths of a “flatter” organization. Assigning police officer beat teams to specific neighborhoods creates “ownership”. The Department’s leadership and support elements are in place to sustain the officer in the neighborhood and on the street.

The incorporation of the Community Policing philosophy in other City Departments and neighborhoods recognizes the necessity for all community members and City Departments to participate in the quest to achieve common goals. Critical to our success is the involvement and support of our elected officials, City administration and staff, the community and our Department members. The building of trust relationships between police and community are paramount to success.

PROGRAM: Office of the Chief**Program Cost: \$468,166**

The mission of the Office of the Chief is to lead the Police Department in providing excellent police services to citizens and to plan for future police service needs. This is accomplished in an inclusive, participatory environment involving Department members and the community.

Primary Objectives

1. Lead the police Department in providing responsive, effective police services to the community through "Neighborhood Policing" with the objective of reducing crime and the fear of crime, while building positive relationships with community members.
2. Participate with the community and the Public Safety Citizens Advisory Committee in achieving the City Council's Community-Oriented Policing Goal. Continue the evolution of Community-Oriented Policing throughout the Department and the community.
3. Take the necessary actions to ensure a positive work environment of open communications, integrity, fairness, and mutual respect for each other. Ensure our actions within the community reflect these same values.
4. Maintain, and build upon, the Department's productive working relationships with adjacent jurisdictions to assist in reducing crime, and the fear of crime, within and around our city. Actively participate with the Maryland International Corridor HotSpot Community, the Long Branch Community Weed and Seed Initiative, and inter-jurisdictional initiatives to improve the quality of life for residents of those areas of our city.

PROGRAM: Communications**Program Cost: \$329,893**

The Police Communications section provides the primary point of intake for all calls for police service, 24 hours a day, 365 days a year. Police communications dispatchers answer both emergency telephone lines and non-emergency business lines for incoming calls to the Department. They forward calls to appropriate staff and answer numerous informational questions throughout the day. Calls requiring police response are entered into the Departmental CAD system, and then are dispatched to appropriate police units to be handled. The dispatcher serves as receptionist to walk-in inquiries for services as well. Communications personnel are required to operate MILES/NCIC terminals to access nationwide crime information, post inter-Departmental official communications, and enter wanted persons, missing persons, stolen items and other information. Dispatchers also monitor and operate video surveillance equipment providing general security of the areas in and around the station, and taping systems required for the emergency telephone lines and radio communications channels. The communications section will be providing the bulk of the in-house training efforts regarding the voice/CAD portion of the PS 2000 system changes being implemented to provide radio and mobile computing for the coming decade.

Primary Objectives:

1. Review and re-publish all aspects of the Department's communications manual, modifying radio communications procedures in preparation for conversion to the Montgomery County Public Safety Radio System (PS2000).
2. Update and improve existing training procedures, incorporating City customer service standards, in order to promote an enhanced professional image of the agency.

PROGRAM: Operations Division**Program Cost: \$2,189,515**

The Operations Division is responsible for providing responsive, effective police service on a continuing 24-hour basis. Operation Division officers respond to 9-1-1 emergency calls and other calls for service, conduct preliminary investigation and follow up less-involved criminal investigations, enforce traffic laws and maintain order. The greatest service to the community, however, is provided through a “Neighborhood Policing” initiative begun in the fall of 1999.

In October 1999, the City was divided into three (3) patrol “sectors” and each sector was subdivided into three “beats.” The Operations Division was reorganized into three Sector Teams. Officers from each Sector Team were then permanently assigned to beats within their respective sectors. The result of this reorganization, which involves every patrol officer, identifies individual officers with specific neighborhoods within the City. This concept allows officers to work in their assigned neighborhoods on specific problems and, together with residents, to eliminate the problem or, at least, reduce its impact on the community.

The Youth Officer position was shifted from Support Services to Operations in late 2002. The Youth Officer works closely with the Recreation Department and Library staff in an effort to enhance positive interaction with the youth of Takoma Park. A special emphasis is placed on outreach, problem solving, and diversion from the criminal justice system. The Youth Officer also teaches DARE at local schools throughout the City.

The Operations Division budget has been developed to support and continue our neighborhood policing initiative, foster improved internal and external communications, and ensure readiness of needed emergency equipment for the agency. The recommendations made are designed to facilitate the progress of the sector/beat teams and promote a professional image inspiring teamwork and cooperation.

Primary Objectives

1. Support “Neighborhood Policing” by identifying and implementing projects and enforcement issues that are beat/sector specific. Officers are required to identify and work on projects that are specific to their assigned beat.
2. Significantly increase quality contact with residents and improve communications between officers and residents.
3. Continue strategies to increase officer visibility through traffic enforcement and walking/bicycle patrols.
4. Promote positive and meaningful relationships with neighboring jurisdictions through information sharing and coordinated joint enforcement operations, and mutual aid readiness.
5. Continue to provide opportunities for training that will raise the professional skills of officer and supervisors.
6. Foster relationships with the City Recreation Department, City Library, Montgomery Department of Juvenile Services, Juvenile Parole and Probation, and other juvenile justice organizations in order to prevent City youth from being victimized or participating in criminal activity.

Program: Support Services Division**Program Cost: \$759,473**

The Support Services Division consists of Detectives, a two-member Vice/Narcotics/Intelligence unit (currently not staffed due to personnel shortages), EEO/IA Investigator (currently not staffed), and the Victim/Witness Coordinator. Primary follow-up responsibility of all major crimes (murder, rape, robbery, burglary, aggravated assault, auto theft, etc.) falls within the responsibility of the Criminal Investigations Unit (previously said detective bureau). This includes crime scene processing, interviewing witnesses and suspects, application/service of arrest and search warrants, etc. The Criminal Investigations Unit also holds responsibility for investigating all Category I (most serious) complaints involving Police Department employees and EEO complaints concerning police department employees (in support of a Department of Justice agreement). It also maintains criminal intelligence information, collection and dissemination of Uniform Crime Report statistics and storage and destruction of seized drugs.

The Police Department utilizes the expertise of one civilian employee (Victim/Witness Coordinator) to provide outreach to victims and witnesses of crime, informing them of their rights, services available, and how to navigate through a sometimes intimidating and overwhelming criminal justice system. Emphasis is placed on repeat victims of crime, victims of domestic violence, crimes against the elderly, and juvenile crime victims. The Victim/Witness Coordinator also accompanies domestic violence victims to all court proceedings.

Primary Objectives

1. Enhance efforts in the reduction of major crimes through the removal of career criminals (repeat offenders) from the streets through aggressive investigation, identification of offenders, arrest, and community prosecution.
2. Promote cross-jurisdictional police cooperation with Federal, State and local law enforcement agencies, by sharing criminal intelligence and participating in scheduled meetings with neighboring agencies' investigators.
3. Augment the Department's COP efforts by the investigators through continued participation and coordinated sharing of information at beat meetings, community meetings and other local anti-crime efforts, such as the Hot Spot and Weed-and-Seed.

Program: Administrative Services Division**Program Cost: \$701,280**

The Administrative Services Division provides support to the Department utilizing civilian staff to perform non-law enforcement related functions of the agency. Such functions include records management, property management, MILES/NCIC systems management and validations, warrant control, parking enforcement services, payroll information, logistics, and procurement. In the performance of these duties the personnel within the division have frequent contacts with the public and share responsibilities for the Department's professional image equally with sworn personnel. The staff maintains office hours open to the public Monday through Friday, 9:00 a.m. to 5:00 p.m. in order to facilitate contact with the public. The division also handles numerous requests for service via telephone, mail, fax, and e-mail. The school crossing guard function of the Department also is supervised through this division.

Primary Objectives :

1. Provide administrative support for Neighborhood Policing officers. Coordinate records management and data collection in a manner that will allow officers access to information necessary for individual beats and community groups.
2. Manage parking enforcement services including distribution of parking permits, improving reliability and effectiveness of parking fine collections, and better follow through and feedback for complainants of parking violations including abandoned autos and 72-hour violations. Continue meter enforcement to provide adequately managed parking in business areas.
3. Improve Departmental records management through development and implementation of a records retention policy and improved technologies to alleviate storage space shortages.
4. Improve the use of modern technologies through implementation of the City's Civicall system to track inter-departmental requests for services, through use of the City's on-line procurement system, and through the on-line payroll systems.
5. Continue to control and validate records that are entered into the National Crime Information Center and Maryland Inter-Agency Law Enforcement System (MILES/NCIC). Improve warrant control and information tracking, to make more useful information available to operational units of the Department to improve efforts to apprehend fugitives.
6. Continue to improve cross training within the division to provide more consistent levels of service for all operations.
7. Improve management of the Department's property and evidence functions by implementing a computerized evidence tracking system.

Public Works

The mission of the Public Works service area is to maintain public infrastructure and physical assets, and provide safe and sanitary conditions for City residents and employees.

<u>Summary of Programs</u>	<u>FY03 Adopted</u>	<u>FY04 Adopted</u>	<u>Percent Change</u>
Administration			
Personal Services	\$164,317	\$210,538	22%
Operating Costs	<u>\$ 55,600</u>	<u>\$ 57,600</u>	3.4%
TOTAL	\$219,917	\$268,138	18%
Building Maintenance			
Personal Services	\$186,842	\$205,570	9%
Operating Costs	<u>\$253,180</u>	<u>\$243,500</u>	-4%
TOTAL	\$440,022	\$449,070	2%
Vehicle/Equipment Maintenance			
Personal Services	\$206,745	\$218,506	5.4%
Operating Costs	<u>\$225,050</u>	<u>\$221,800</u>	-1.4%
TOTAL	\$431,795	\$440,306	2%
Right Of Way Maintenance			
Personal Services	\$415,342	\$438,563	5.3%
Operating Costs	<u>\$384,292</u>	<u>\$355,990</u>	-7%
TOTAL	\$799,634	\$794,553	-0.6%
Solid Waste Management			
Personal Services	\$449,015	\$468,140	4%
Operating Costs	<u>\$241,600</u>	<u>\$254,199</u>	5%
TOTAL	\$690,615	\$722,340	4%
Urban Forest & Gardens			
Personal Services	\$148,405	\$192,749	23%
Operating Costs	<u>\$112,232</u>	<u>\$ 91,300</u>	-18.6%
TOTAL	\$260,637	\$284,049	8.2%
City Engineer			
Personal Services	\$ 59,691	\$ 61,698	3%
Operating Costs	<u>\$ 60,500</u>	<u>\$ 58,500</u>	-3%
TOTAL	\$120,191	\$120,198	0%
TOTAL PUBLIC WORKS	\$2,947,811	\$3,078,654	4%

Program: Administration**Program Cost: \$268,138**

The mission of the Administration Program of the Department of Public Works is to provide excellent customer service to Takoma Park residents when responding to inquiries or complaints, coordinate general administrative activities in the department (such as pay-roll preparation), and provide administrative assistance to the City Engineer and Arborist.

<u>CLIENT BENEFITS/IMPACT</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Timely response to customers:			
Hours of Operation	8:30 - 5	8:30 - 5	8:30 - 5
# of phone calls received annually	45,000	45,000	

<u>WORK PROCESS OUTPUTS</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Citizen complaints/requests logged into Civicall:	not used	900	900
Permit Processing			
Utility permits processed	16	32	10
Driveway aprons	5	6	5
Dumpster	5	8	5
% of permits processed within 5 days of receipt:	95%	50%	60%
Claims processed:			
Personal injury claims processed	7	9	5
Vehicle accident claims processed	5	10	5
General Liability claims processed	0	0	0

Budget Commentary

The FY04 proposed budget reflects an increase of 18% largely due to increased personnel costs.

PROGRAM: Building Operation and Maintenance**Program Cost: \$449,070**

The mission of the Building Operations and Maintenance Program is to manage and coordinate the operations, custodial services and maintenance of six facilities, totaling 54,850 sq. ft., including the Municipal Building, Library, Public Works Facility, Heffner Park Community Building, Police Substation and New Hampshire Avenue Community Center. Services include janitorial support; customer service requests, HVAC preventive maintenance, electrical and plumbing repairs and special events and classroom set up.

COUNCIL GOALS:

This year the Division will provide essential maintenance services during the construction of the Community Center and perform any required staff relocation.

<u>CLIENT BENEFITS/IMPACTS</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Facilities that are clean and maintained: staff hours dedicated to cleaning	7,280 hrs	7,280 hrs	7,280 hrs
Provide employee/citizen support:			
# of event set-ups	150	150	150
# of after hour emergency calls	6	6	6

STRATEGIC OUTCOMES

Increase life expectancy of facility equipment			
Cost of PM operations by contractor	\$40,850	\$40,850	\$45,000
Annual maintenance service contract costs:	\$19,100	\$10,000	\$14,000
Cost for special projects:	\$30,000	\$ 7,000	\$ 5,500
Emergency service calls and repairs	\$22,000	\$40,000	\$35,000

Budget Commentary

The FY04 budget has been increased by 2% over FY03.

Program: Equipment Maintenance**Program Cost: \$440,306**

The mission of the Equipment Maintenance Program is to facilitate the repair and maintenance of all motorized equipment in the city's inventory including trucks, cars, off road construction equipment, snow plows, leaf machines, tub grinders and more. In addition the Division assists in the specification and purchase of vehicles and equipment as determined by the vehicle replacement policy.

CLIENT BENEFITS/IMPACTS

	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Proper, timely, and efficient maintenance and repairs			
Vehicles maintained	63	63	63
Special equipment maintained	28	26	26
Coordinate purchase of new vehicles and equipment			
# of vehicles purchased	4	3	0
# of equipment purchased	1	1	0
# of Police vehicle rehabs	1	0	0
Provide convenient refueling for City vehicles			
Gallons of fuel for City vehicles	69,380	74,556	78,200
Gallons of fuel purchased by the Fire Department	10,770	10,676	10,700
Gallons of fuel purchased at private gas station	900	0	350

STRATEGIC OUTCOMES

The Equipment Maintenance Division's goal is to perform all but major repairs within 24 hours of receipt of the vehicle or equipment.

WORK PROCESS OUTPUTS

	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Efficient and effective repairs:			
# of repairs made to vehicles/equipment	400	721	730
% of repairs made within 1 day	79%	83%	85%
% of times vehicle returned for same problem	1%	1%	1%
Maintain an orderly schedule for preventive maintenance			
# of PM's performed	129	144	150

BUDGET COMMENTARY

This budget reflects a 2% increase over the previous year. Increases in fuel cost have been balanced by reduced operating expenditures.

PROGRAM: Right of Way Maintenance**Program Cost: \$794,553**

This program benefits the general public and other City Divisions by providing for safe and effective vehicular and pedestrian travel through the City. The maintenance, repair, and improvements to streets, sidewalks, and curbs/gutters are accomplished by the joint effort of City crews and contractors. The City has 33.89 miles of City streets, 27.87 miles of sidewalks, and 61.57 miles of curb and gutter. Street sweeping in both the commercial and residential areas is accomplished by City staff

This program in conjunction with the Urban Forest & Gardens Division provides for the maintenance and improvement of the City's 17 acres of parks, playgrounds and rights of way through turf maintenance, tree pruning, establishment and maintenance of grounds and planting.

This Division provides the labor force for snow removal, storm response, leaf collection and mulch preparation and delivery operations and stormwater system drain cleaning. This Division provides 272 hours of labor support for various special events including the Street, Folk and Jazz festivals, 4th of July parade and set up for Recreation Department activities.

COUNCIL GOALS:

Programs to meet the "City Image" Council Goal include:

- * street maintenance program with emphasis on crackfilling
- * street sweeping program
- * sign repair, removal and replacement program
- * assist with right of way tree trimming program
- * respond to vegetation complaints

<u>WORK PROCESS OUTPUTS</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Roadway improvements:			
# of potholes repaired:	95	500	200
crackfilling:	7 streets	15 streets	30 streets
Street Markings			
Linear ft of curbs painted	17,000	17,000	17,000
# of cross walks painted	45	50	50
# of stop bars	100	100	100
# of speed humps painted	28	50	50
Street Signs			
# of street signs replaced/repared	300	350	200
# of Banners made	10	10	10
Snow Removal:			
staff overtime hours spent	400 hrs	1,308 hrs	500 hrs
(Includes assistance from other Divisions)			
Commercial sidewalk & curb cleaning	40 times/yr	42 times/yr	42 times/yr
Residential Street Sweeping	4 time	42 times	42 times

Safe and attractive green spaces			
Acres of turf maintained	12.8	18	18
Number of rights-of-way maintained	46	46	47
Safe and attractive play areas			
Playgrounds renovated	2	2	1
Pieces of play equipment maintained	42	42	43
Drinking fountains maintained	7	7	7
Acres of park land policed for trash	10	10	10
Leaf Collection & Mulch Delivery Program			
Cubic yards of leaves collected	5,500	8,550	7,000
# of mulch deliveries scheduled	265	310	250
cubic yards of mulch sold	1,400	1,700	1,500
Revenue from mulch sales	\$20,000	\$18,815	\$20,000

BUDGET COMMENTARY

The budget for FY04 is slightly less than FY03.

PROGRAM: Solid Waste Management

Program Cost: \$722,340

The mission of the Solid Waste and Recycling Management Program is to protect the public health of the City by collecting and removing solid waste and recyclables for 4,300 single family resident and select multi-family apartment buildings once a week. This service includes special pick-ups and yard waste collections. Additionally, these assets must augment the Right of Way Program during weather emergencies.

CLIENT BENEFITS

- ▶ Efficient collection of refuse, recycling and yard trim from homes and public containers.
- ▶ Provide convenient collection of heavy items including furniture and appliances.
- ▶ Dumpster collection available for refuse by request.
- ▶ Opportunity to support recycling and benefit from composting efforts

STRATEGIC OUTCOMES

	FY02	FY03	FY04
Maximize reuse of resources:			
% of waste stream recycled or composted	45%	45%	45%
Maintain or expand recycling programs while containing costs:			
Cost per home for total solid waste program	\$173/home	\$189/home	\$187/home

WORK PROCESS OUTPUTS

FY 02	FY03	FY04
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Refuse Program:

Number of households served	4,269	4,269	4,300
Tonnage of refuse disposed annually	3,915	4,200	4,300
Cost per household for collection	\$112	\$122	\$121
# of right of way trash cans	100	100	100
# of dumpsters collected	17	17	17
# of heavy collections requested	800	800	825
\$ received from heavy collections	\$8,000	\$8,000	\$8,250

Recycling Program:

Number of households offered service	4,270	4,270	4300
tonnage of recycling collected annually	1,385	1,400	1,400
Cost per household for collection	\$42	\$48	\$47
# of rights of way containers	30	38	48

Yard Trim Program:

Tonnage of yard waste collected annually	437	450	450
Cost per household for collection	\$19	\$20	\$19

Special Programs:

Telephone book collection amount	1.5 tons	.75 tons	.5 tons
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BUDGET COMMENTARY

The FY04 budget is 4% greater than the previous years budget as a result of increases in personnel costs and tip fees.

PROGRAM: Urban Forest And Gardens

Program Cost: \$284,049

MISSION:

To maintain a healthy and safe urban forest and public gardens and to develop and maintain City parks and green spaces for property owners, business owners, visitors and citizens of Takoma Park.

This program provides for the maintenance and preservation of the City's urban forest on both public and private property, City parks and other green spaces. Tree services provided by the Arborist include providing tree care advice, conducting hazard tree evaluations, tree maintenance and preservation for City street and park trees, creating tree protection plans, enforcing the tree ordinance, planting trees annually, preparation of special events, and various administrative duties involved with tree care and maintenance.

Garden services provided by the Gardener include planning and reviewing all garden installations, supervising all garden maintenance, executing garden installation, providing analysis of garden cost and budget requirements, supervision of garden maintenance staff, plant identification and garden design. The gardener, one full time technician and seasonal labor assist in garden bed preparation, leaf removal, and City sidewalk snow removal.

COUNCIL GOALS

The development and implementation of a comprehensive city-wide street tree pruning policy is included in this budget as part of the “City Image” Council Goal.

<u>ORK PROCESS OUTPUTS</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
<u>Urban forest preservation and maintenance</u>			
Street/Park trees pruned	200	200	200
Tree call requests responded to	250	450	475
Permit/waiver applications processed	159	200	220
Number of trees planted	50	50	120
Arbor Day seedlings donated	775	775	600
Ordinance violations identified	50	24	25
<u>City beautification through gardens and plantings:</u>			
Garden beds maintained (square ft.)	71,500	74,000	82,000
Bulbs planted	20,000	25,000	2,500
Gardens installed or reconditioned	5	3	11

FY04 Garden Projects:

Maintenance of garden areas at Holton Lane, Old Philadelphia Avenue Triangle, Fenton and Takoma Avenues, and Sherman and Maple Avenues.

Installation of garden areas at Laurel Avenue, Buffalo and Takoma Avenues, and Forest Park.

Co-op parking perimeter plantings will be transplanted or altered for temporary Firehouse.

Newly planted azaleas at the Upper and Lower Portal will require attention during the first year and additional azaleas scheduled to be donated to the City will be included in the relocated historic Frank White garden.

Volunteer programs for University of Maryland and Takoma Horticulture Club will increase.

STRATEGIC OUTCOMES

The City’s Urban Forest and Garden program strives to create and sustain an environment where trees, gardens and green spaces are protected, planted, viewed as a positive asset, and maintained to insure a safe and healthy urban community enhancing the quality of life for all residents.

BUDGET COMMENTARY

The FY 04 budget has increased 8.2% over FY03 as a result of personnel costs.

PROGRAM: City Engineer

Program Cost: \$120,198

MISSION:

The mission of the City Engineer Program is to plan, direct and provide technical expertise to street maintenance restoration projects, storm water issues, and traffic issues.

COUNCIL GOALS:

Many of the projects to be undertaken will enhance City image.

WORK PROCESS OUTPUTS

Street Resurfacing, Curb Replacement and Sidewalk Improvement Projects in FY04:

Miles of road maintained:	33.89 mi.	33.89 mi.	33.89 mi.
Miles of road resurfaced:	1.05 mi.	1.33 mi.	3.82 mi.
Linear feet of curb/gutter replaced:	2,600 ft	1,900 ft	7,000 ft
Linear feet of sidewalk repaired:	750 sq yds	750 sq yds	3,500 sq yds

Engineering projects planned:

- Work with project manager on community center construction

- Continue boundary survey of parks (Jackson Boyd)

- Survey & design sidewalk for:

 - Holt Place, Crescent Place

 - Westmoreland Ave ramp

 - Ethan Allen Ave

 - Philadelphia from Maple to Carroll

 - Sligo Creek pkwy from Old Carroll Ave to Jackson Ave

- Install curb & gutter on 13th Ave

Community Development Projects in conjunction with the City's Office of Planning:

- Metropolitan Branch Trail

- Laurel Avenue

- CDBG & POS projects

Coordination with County & State Highway Projects

- Carroll Avenue - from University to Garland Avenue and Garland to City - DC line (later on hold)

BUDGET COMMENTARY

The FY04 budget has been held to the FY03 level.

Recreation

Summary of Programs

	FY03 Adopted	FY04 Adopted	Percent Change
Administration			
Personal Services	\$259,623	\$279,988	8%
Operating Costs	\$ 67,600	\$ 52,400	- 23%
Totals:	\$327,223	\$332,388	- 1.5%
Outreach			
Personal Services	\$144,103	\$140,031	- 3%
Operating Costs	\$ 49,000	\$ 44,500	- 9%
Totals:	\$193,103	\$184,531	-4.4%
Takoma Park Recreation Center			
Personal Services	\$ 129,813	\$131,943	1.6%
Operating Costs	\$ 50,000	\$ 45,000	-10%
Totals:	\$179,813	\$176,943	-1.6%
Community Programs			
Personal Services	\$ 46,022	\$ 49,816	8.2%
Operating Costs	\$ 13,800	\$ 16,300	18 %
Totals:	\$ 59,822	\$ 66,116	10%
Athletic Fields and Facilities			
Personal Services	\$ 9,454	\$ 7,721	-18%
Operating Costs	\$ 69,061	\$ 68,380	- 1%
Totals:	\$ 78,515	\$ 76,101	- 3%
Camps			
Personal Services	\$ 45,377	\$ 44,185	-2.6%
Operating Costs	\$ 30,550	\$ 30,550	0
Totals:	\$ 75,927	\$ 74,735	-1.6%
After School Programs			
Personal Services	\$ 58,566	\$ 57,312	- 2.1%
Operating Costs	\$ 7,000	\$ 11,000	57 %
Totals:	\$ 65,566	\$ 68,312	4.2 %
TOTAL PROGRAMS			
Personal Services	\$ 692,958	\$ 710,996	2.6%
Operating Costs	\$ 287,011	\$ 268,130	- 6.6%
Totals:	\$ 979,969	\$ 979,126	- 0.1%

Recreation Department

Our Mission

The mission of the Takoma Park Recreation Department is to develop and provide quality creative, diversified, and safe programs and services, which will attract participants of all ages and cultures and to deliver those services and programs in an effective and efficient manner.

Budget Commentary

The Recreation Department is dedicated to providing quality recreational, educational and culturally diverse programs and facilities/athletic fields that encourage individual growth, foster a sense of community belonging and pride. The programmatic offerings and services that are provided reflect Recreation's commitment to cultivate Takoma Park's cultural and ethnic diversity, and to working as partners with public and private organizations to preserve the City as a safe and healthy community.

The Recreation Department will seek to accomplish its mission by implementing the City Council's **Community Center/Youth Opportunities Goals** established for FY 04. See Exhibit 1.

We realize that as the new community center is closer to becoming a reality that we must be poised for the challenge of making the facility work for the community. Our staff has begun an extensive programming plan to increase leisure opportunities for the youth, adults and senior citizens of Takoma Park. These programs are advertised in quarterly brochures that are disseminated in the Takoma Park newsletter and are currently being held in the schools, the Recreation Center and the municipal building. When the community center is open many of these programs will be established as quality opportunities and will be easily transferred to the new building.

Another goal is to initiate partnerships with community organizations and institutions to maximize resources and expand programming options. In an effort to outreach to all of the neighborhoods in the City, the recreation department staff will be meeting with various agencies, institutions, and grass roots organizations to possibly host or co-sponsor some recreation programs in various neighborhoods within the city. Partnerships to date include CUC, VFW, Takoma Park Family Resource Center, Police Department, library, MCPS, Montgomery County Recreation Department, Takoma Park Artist Guild, Montgomery Blair High School and the youth sports leagues.

The Recreation Department budget is comprised of (7) divisions: Administration, Outreach, Takoma Park Recreation Center, Community Programs, Facilities/Athletic Fields, Camps, and After School Program.

Program: Administration

Program Cost: \$332,388

Administration's main purpose is to act as the hub for department functions to provide essential operational support to all divisions. Four full time staff: the director, assistant director, program manager and staff assistant are all represented in the administrative budget. Responsibilities include registration, disseminating information to the general public via phone, direct contact, or printed media, managing/hiring personnel, marketing, monitoring customer service, supervising youth activities, innovating and implementing programs, scheduling facilities, networking with outside agencies, financial recording, securing grants, administering all program areas of the department and performing general administrative duties.

Objectives

- Implement new recreation registration software to improve efficiency of operations.

- Focus on customer service by improving overall departmental operations with an emphasis on better communication with the public, outside agencies and other city departments.
- Continue to seek grant opportunities to support programs like Kidzcity and search for new funding sources to help support the new community center.
- Begin the planning process for programming, budgeting and staffing of new community center.

Program: Outreach

Program Cost: \$184,531

The Outreach program consists of a variety of activities designed to address the leisure and social needs of specific target populations. The mission of the program is to reduce barriers that prohibit city residents from benefitting from traditional recreation and leisure programs.

The Outreach team will address the needs of target populations placing special emphasis on toddler, adolescent, and elder programs due to the lack of community activities for the aforementioned populations in previous years, and the number of senior citizens in the community. The outreach team will also provide programs for high risk school-age children and pre-teens, through a Hot Spots grant to be delivered at the Takoma Park Recreation Center.

Objectives

- Work with public and private entities to identify facility space for recreational program services in neighborhoods other than the Municipal Building.
- Collaborate with the community officer on projects to enhance community policing and strengthen interdepartmental programs.
- Provide an Elder Program that offers senior citizens exciting social, educational, and physical activities as alternatives to television and sitting home alone.
- Sponsor special recreation community building events in each of the six wards over 2 years.
- Provide job training and skill development programs for teens.

Programs	Fiscal Year 02 Resident/Non-Resident	Fiscal Year 03 Resident/Non-Resident
After School Basketball	45/3	45/3
Kidzcity	58/4	42/2
Y.E.S. League	92/55	not yet available
Young Entrepreneur	10/0	10/0
Senior Trips	91/0	40
Senior Club	41/3	35
Cheerleading	46/4	18/4
TG.I.F.	133/35	100/2
Winter Wonderland	110/0	110/0
Teen Venture Trips	48/3	28/3

Program: Takoma Park Recreation Center

Program Cost: \$176,943

The Takoma Park Recreation Center on New Hampshire Avenue is still changing it's appearance.

Through a cooperative effort between the City and M-NCPPC (Montgomery County) many improvements have been made including the total restoration of the gymnasium floor.

The Recreation Center, which operates over 76 hours per week, continues to be a safe supervised environment for youth and adult activities and a convenient meeting space for community groups. During the past fiscal year many different programs have been offered to a wide range of citizens from tots to seniors. (See below.)

Many citizens have inquired as to the status of the center once the new community center comes on line. The TPRC is a valuable facility which serves the community in ways the new facility will not. For example, the weight room provides fitness opportunities that are not available in the new community center. In addition, it is critical to serving the after school needs of the neighboring community.

Objectives

- Stress customer service excellence.
- Provide more quality program for all residents, especially tots and youth.
- Provide a quality summer program for neighborhood youth.
- Continue physical improvements to the facility.

Programs	FY02		FY03	
	Resident	Non Resident	Resident	Non Resident
Drop in Volleyball	9		4	8
Fun Fit	15	8	32	4
Drop in Basketball	116	69	130	80
Jazzercise	73	(No breakdown Available)	68	
Takoma Park Quilting Club	16	6	20	8
Spring Break Camp	51	9	Not yet available	
Suto Dance	30	195	30	173
Tai Chi Class	37	14	24	9
Learn to Dance Salsa*	NA	19	5	
Double Dutch*	NA	8	10	
Yoga Class	37	12	37	10

* New Program

FY02 Recreation Center Memberships

Residents	Non Residents
Adults 130	Adults 98
Youth 30	Youth 17
Seniors 7	Seniors 9

FY03 Recreation Center Memberships

Residents	Non Residents
Adults 150	Adults 105
Youth 40	Youth 20
Seniors 10	Seniors 12

Program: Community Programs

Program Cost: \$66,116

The Community Programs division provides a variety of after-school programs, as well as youth, teen and adult sports leagues, trips, classes and special events. In FY04 the Community Programs section is

looking to expand its toddler programs and adult classes, while maintaining a high quality of existing programs.

Objectives

- Expand the scope of services to include a variety of interesting leisure options, educational offerings and social/community building opportunities to appeal to a wider range of citizens.
- Collaborate with schools, county youth sports leagues, citizen groups, Takoma Park Boys & Girls Club and other agencies to establish a mutually beneficial situation.
- Utilize the Recreation Center to maximize program offerings and decrease rental charges for the use of public school space.
- Improve the quality of programs.
- Increase after school opportunities for children who are interested in learning a new sport.

Programs	FY02		FY03	
	Resident	Non-Resident	Resident	Non-Resident
Community Playtime	21	10	23	11
Chess Club	16	3	40	9
Dungeons & Dragons	53	28	91	30
Babysitting Class	17	10	22	4
MLK Celebration	200+		250+	
Halloween	600+		200+	
Spring Egg Hunt	300+		Not yet available	
Aerobic Class	23	11	23	3
Body Sculpting Class	20	2	20	4
Basketball Skills Clinic*	NA		9	10
Women's Self Defense*	NA		1	8
High School Basketball Teams	24	20	15	1
Middle School Basketball Teams*	NA		10	8
Outdoor Soccer Clinic (Spring)	27	16	not yet available	
Outdoor Soccer Clinic (Fall)	NA		28	13
Indoor Soccer	62	81	20	15
Fun Day Trips	411	83	541	105
Adult Softball	90	35	not yet available	
Tennis Clinic (Spring)	16	6	19	23
Tennis Clinic (Fall)	NA		23	26
Pee Wee Basketball	11	16	20	22
T-Ball Program	18	23	not yet available	
Youth Community Basketball (boys)	30	17	34	21
Youth Community Basketball (girls)	4	10	16	20
Takoma Park Basketball League	7	14	21	14
Youth Improvisational Classes*	NA		50	14
Youth Drama Games*	NA		16	2
Adult Off The Cuff Improv *	NA		7	2

Program: Athletic Fields/Facilities

Program Cost: \$76,101

This service area is responsible for providing City staff and community groups with meeting space, coordinating recreational space with Interagency Coordinating Board (ICB) in local schools, scheduling users of Lee Jordan, Ed Wilhelm fields and all City owned parks and coordinating the City's field use

with M-NCPPC. Two sports fields (Lee Jordan & Ed Wilhelm fields) are controlled by the City through a Memorandum of Understanding (MOU) with the Park and Planning Commission and Montgomery County Board of Education. The M-NCPPC is responsible for the playground equipment, shelter, tennis courts, blacktop, fitness stations, grounds upkeep and capital improvements, (i.e., backstops). The City of Takoma Park schedules the athletic fields for use during non-school hours and on weekends. The Recreation Department maintains both fields for exchange of permitting rights.

Objectives

- Improve the collaborative effort with Public Works to insure timely maintenance and repairs of the Heffner Community Center, the Municipal Building and all City owned parks and playgrounds.
- Assist city staff and other internal users with finding alternative space during the community center building project.
- Oversee MOU with M-NCPPC and the Montgomery County School Board for Lee Jordan and Ed Wilhelm Fields.
- Improve condition of ballfields by maximizing efficiency of contract with maintenance providers.

	Facility Stats for FY02	Facility Stats for FY03
Civic Groups using Municipal Building	147	166
Municipal Building Rentals	7	9
Civic Groups Using Heffner Community Center	109	180
Heffner Community Rentals	23	21
Residents Renting Parks	19	14
Non Residents Renting Parks	5	4
Children Using Ed Wilhelm & Lee Jordan Field through organize activities		
Weekend Use and After School	2, 800	2,975
Weekday during School	1,400	1,526
Summer Months	450	624

Program: Summer Camps

Program Cost: \$74,735

The Camps planned in FY04 are designed to enrich and enhance the recent and future education of each participant. Creative Adventures will be held at the Piney Branch Elementary school and the Takoma Park Recreation Center for students entering 1st through 5th grade. Little Big Camp will serve children ages 4-5 at the Heffner Park Community Center, and Extreme Horizons will serve students entering grades 6-8 on educational and adventurous outings throughout he metropolitan area.

Objectives

- Expand the scope of activities to include immersion in the areas of arts, media, entertainment, space and science, animals, and water. These components will include educational offerings and social/community building opportunities to appeal to a wider range of citizens.
- Collaborate with schools, county youth sports leagues, citizen groups, Takoma Park Boys & Girls Club and other agencies to establish a mutually beneficial situation.
- Utilize the Recreation Center to maximize program offerings and decrease rental charges for the use of public school space.
- Develop and implement a Counselor-in-Training program.

FY 02 Enrollment in Summer Camps (camp slots)

	<u>Residents</u>	<u>Non-Residents</u>	<u>Scholarship</u>
Super Camp (Shining Star & Classic Combined)	173	28	106
Extended Care	89	26	25
World Dance Academy	7	1	0
Summer Fun Center	49	34	24
Extended Care	39	9	18
Summer Playground	24	5	
Babysitting	13	3	

FY 03 Enrollment in Summer Camps (camp slots)

	<u>Residents</u>	<u>Non-Residents</u>	<u>Scholarship</u>
Camp Bananas	213	40	107
Camp Bananas@ TPRC	119	14	72
Extreme Horizons*	44	7	22
Summer Playground	21	4	0
Extended Care	150	53	63
Robotics Workshop*	11	3	0
Comet Workshop*	9	2	0
Study Hall*	11	7	5

*New programs

Program: After School Program

Program Cost: \$68,312

The Afternoon Addition is an after school enrichment program designed to enhance the educational experience and empower students and is held at the Piney Branch Elementary School. There are a multitude of programs offered that tap into the natural abilities and talents the students possess. The activities planned have exposed children to foreign language, art immersion, cultural dance, healthy habits, literary expressions, hands-on-science, swimming, academic tutoring and more. The program is offered in a safe environment and provides supervision for those who need it following the school day. Staff is trained in CPR and First Aid procedures and child care.

Objectives

- Continue to expand the scope of activities to include arts, media, entertainment, space, animal care, and career exposure.
- Identify other after school program sites.

- Utilize the Recreation Center to maximize program offerings and decrease rental charges for the use of public school space.
- Broaden the use of specialty contractors.

Programs

	Resident	Non-Resident	Scholarship
FY 02	57	8	20
FY 03	53	9	27

Housing and Community Development

Program Summary

	FY03 Adopted	FY04 Adopted	Percent Change
Administration			
Personal Services	\$ 56,090	\$ 61,585	9.8 %
Operating Costs	<u>\$ 43,000</u>	<u>\$ 33,700</u>	<u>- 21.6 %</u>
TOTAL	\$ 99,090	\$ 95,285	- 3.8 %
Affordable Housing			
Personal Services	\$ 70,254	\$ 73,464	4.6 %
Operating Costs	<u>\$ 18,850</u>	<u>\$ 12,850</u>	<u>- 31.8 %</u>
TOTAL	\$ 89,104	\$ 86,314	- 3.1 %
Code Enforcement			
Personal Services	\$ 348,833	\$225,942	- 35.2 %
Operating Costs	<u>\$ 28,800</u>	<u>\$ 95,200</u>	<u>231 %</u>
TOTAL	\$ 377,633	\$321,142	- 14.9 %
Community Development			
Personal Services	\$ 189,255	\$200,992	6.2 %
Operating Costs	<u>\$ 34,500</u>	<u>\$ 25,365</u>	<u>- 26.5 %</u>
TOTAL	\$ 223,755	\$226,357	1.2 %
Community Organizing			
Personal Services	\$ 22,232	\$ 13,314	- 40.1 %
Operating Costs	<u>\$ 22,850</u>	<u>\$ 7,750</u>	<u>- 66.1 %</u>
TOTAL	\$ 45,082	\$ 21,064	- 53.2 %
Grants Management			
Personal Services	\$ 58,223	\$ 52,174	- 10.4 %
Operating Costs	<u>\$ 38,000</u>	<u>\$ 22,900</u>	<u>- 39.7 %</u>
TOTAL	\$ 96,223	\$ 75,074	- 22.0 %

Program Summary (Continued)

	FY03 Adopted	FY04 Proposed	Percent Change
Landlord Tenant Services			
Personal Services	\$ 78,282	\$ 94,872	21.2 %
Operating Costs	<u>\$ 6,270</u>	<u>\$ 7,320</u>	<u>16.7 %</u>
TOTAL	\$ 84,552	\$102,192	20.9 %
Commission on Landlord Tenant Affairs (COLTA)			
Personal Services	\$ 29,000	\$ 31,148	7.4 %
Operating Costs	<u>\$ 18,255</u>	<u>\$ 21,750</u>	<u>19.1 %</u>
TOTAL	\$ 47,255	\$ 52,898	11.9 %
TOTAL HCD BUDGET			
Personal Services	\$ 852,169	\$ 753,491	- 10.3 %
Operating Costs	<u>\$ 210,525</u>	<u>\$ 226,835</u>	<u>1.7 %</u>
TOTAL	\$ 1,062,694	\$ 980,326	- 7.8 %

HOUSING AND COMMUNITY DEVELOPMENT

The mission of the Housing and Community Development Department is to provide quality and professional programming and services which preserve and enhance the community's existing building stock, revitalize commercial and residential neighborhoods, provide safe, decent, and affordable home ownership and rental housing opportunities, promote a sense of ownership and pride in the community, encourage and support private and public investment, and address the diverse needs of Takoma Park residents.

To this end, an array of programming in the areas of housing, economic development, code enforcement, neighborhood revitalization, community outreach, and grants management is offered. Administrative and technical support is provided to the City Council and a multitude of neighborhood organizations, project committees, business associations, and advisory boards. Every effort is made to maximize the impact of local resources through partnership with other local, state and regional organizations.

Council Goals

The Department will assist in the development and implementation of programming addressing the Council's *Affordable Housing / Code Enforcement, Broadening Citizen Involvement, City Image / Preserving City Assets*, and *Economic Development* goals. Additionally, the Department will, through its grants management activities, coordinate efforts to identify and secure outside resources needed to finance priority projects and programming such as that required by the new Takoma Park Community Center.

Additional information on the activities to be undertaken in furtherance of the City Council FY03 Goals is included within the following program objectives.

Budget Commentary

The Housing and Community Development Department represents eight separate but integrated community development activities: Administration, Affordable Housing, Code Enforcement, Community Development, Community Organizing, Grants Management, Landlord Tenant Services, and the Commission on Landlord and Tenant Affairs (COLTA). Many of the initiatives developed by the Department for FY04 are included in the City Council Goals and budgeted elsewhere: the new landlord certification program required of all rental housing property owners and/or their agents operating in Takoma Park; the new Capacity Building program developed by the Affordable Housing staff to provide tenants and condominium owners with the skills needed to sustain tenant associations and, in the case of condos, their governing boards; economic development initiatives such as the Main Street Program targeted for the Old Town/Takoma Junction commercial district, and the Gateway/Wayfinder system. Other significant changes include the planned phase out of the Tool Library in December 2003 and its reassignment to Public Works during the interim, the transfer of rental housing licenses inspections to Montgomery County on a fee basis, and the cancellation of the City's contract with Progressive Maryland for community outreach and organizing support.

PROGRAM: HCD Administration**Program Cost: \$ 95,285**

The goal of this function is to provide primary administrative oversight and support to departmental activities to ensure professional, efficient, effective and consistent provision of services. Responsibilities include the setting of departmental goals, budget preparation and oversight, program planning, coordination of projects, personnel, and other general administrative duties.

Primary Objectives:

1. Monitor service levels of programming offered by the Department.
2. Maximize departmental use of available communication and outreach resources to increase community awareness of HCD programming and services. Information is to be made available in a variety of formats and in languages other than English.
3. Collect workload data for inclusion in City's annual ICMA Benchmark submission.
4. Monitor divisional budgets to ensure appropriate and prudent use of city resources.
5. Implement HCD Department's Diversity Action Plan.
6. Monitor contracts and agreements governing programs and projects undertaken by HCD Department to ensure timely and appropriate use of public resources.
7. Conduct monthly departmental staff meetings to ensure adherence to City policies, coordination of projects, facilitate communication between divisions, and increase awareness of issues affecting HCD, in particular, and the city organization as a whole.

Council Goals:*Broadening Citizen Involvement:*

To increase community participation in city activities by groups which have not traditionally been involved. Objectives include providing information and access to services in languages other than English.

PROGRAM: Affordable Housing**Program Cost: \$86,314**

The goal of this activity is to provide safe, decent, and affordable housing options to Takoma Park residents through programming which addresses the needs of the community's diverse population. Program responsibilities include implementation of City's Affordable Housing Policy with emphasis on the development and expansion of home ownership opportunities within Takoma Park.

Primary Objectives:

1. Implement adopted Affordable Housing Plan, coordinating efforts with Montgomery County, the State of Maryland, and other governmental and nonprofit housing entities.
2. Develop education and outreach program to better inform tenants of their rights under the Tenant Opportunity to Purchase law.
3. Continue sponsorship of Home Buyer Education Workshops working in partnership with outside housing service providers.
4. Maintain listing of available housing resources for distribution to interested residents, developers, and property owners. Information will be made available in a variety of formats and in languages other than English.

Council Goals:*Affordable Housing and Code Enforcement:*

Development of Capacity Building Program to encourage creation of new tenant associations and to provide residents with the resources needed to sustain new and existing tenant associations, neighborhood groups and condominium boards.

Performance Measures:

<u>Performance Measurement</u>	<u>FY03</u>	<u>FY04</u>
Neighborhood Associations:	4	
Participation in Capacity Building Program:	NA	
Homebuyer Workshops:	NA	
Number of Participants:	NA	
Rental Properties Available for Sale:	27	
Rental Properties Purchased by Tenants:	2	

PROGRAM: Code Enforcement

Program Cost: \$321,142

The goal of the Code Enforcement Division is to protect the health and well being of Takoma Park residents through the preservation of its residential and commercial infrastructure. Program responsibilities include: inspection and licensing of residential rental and commercial structures, community-wide enforcement of the Property Maintenance Code and other nuisance ordinances, investigation of nuisance complaints, and referrals to appropriate county and state agencies in situations where local codes do not apply. Enforcement efforts are, to the greatest extent possible, coordinated with other city departments and county officials. The Division works closely with the community, maintaining positive relationships with Takoma Park business associations, neighborhood groups, property owners and residents.

Primary Objectives:

1. Continue efforts to improve response time, quality and consistency of inspections, compliance ratios, and accuracy of licensing efforts. Collaborate with Housing and Community Development Divisions to identify problem areas within the community.
2. Maintain BOCA certifications.
3. Institute Penetration code enforcement and licensing software system for rental housing and commercial occupancy licensing inspections and complaints.
4. Implement commercial occupancy licensing program, conducting required inspections and issuance of licenses in accordance with city code.
5. Monitor Memorandum of Agreement with Montgomery County Department of Housing and Community Affairs for compliance with terms of said agreement.
6. Develop ongoing community awareness program emphasizing the importance of appropriate commercial and residential property maintenance.

Council Goals:

Affordable Housing and Code Enforcement:

Development of Landlord Certification Program to ensure compliance with City codes governing rental housing.

Performance Measures:

<u>Performance Measurement</u>	<u>FY03</u>	<u>FY04</u>
Licensed Rental Housing Properties	589	
Number of Licensed Rental Units	3,847	
Rental Housing Inspections	NA	
Unsafe Buildings / Public Nuisances	2	
Commercial Occupancy Licenses	NA	
Commercial Inspections	NA	

PROGRAM: Community Development**Program Cost: \$226,357**

The mission of the Community Development Division is to identify, enhance, and employ economic and community resources in a coordinated and directed effort to ensure the long-term and short-term economic and physical well being of Takoma Park. Program responsibilities include: project management, long-range planning, site plan review, transportation planning, and economic development. Additional programming includes the provision of mapping services to the organization through the Division's Geographic Information System (GIS). Program activities are coordinated with other City departments and county and state officials. The Division works closely with the community, maintaining positive relationships with Takoma Park business associations, neighborhood groups, property owners, and residents.

Overview of Departmental Services:

1. Provide outreach and education to Takoma Park residents and businesses about the City's community and economic development activities including but not limited to transportation projects and neighborhood revitalization initiatives.
2. Develop and distribute resource handbook for new and existing businesses highlighting available technical and financial resources.
3. Expand presence on city web site to include information on permitting process, historic district requirements, pending projects, committee and work group activities, and other redevelopment opportunities.
4. Provide support to new and existing businesses and organizations through attendance at business association meetings and coordination of county and state funding opportunities.
5. Promote commercial neighborhood revitalization efforts using available resources.
6. Co-sponsor Takoma Park Business Directory and Survival Guide.
7. Coordinate development review process in furtherance of the one-stop-shop concept for development applicants as set forth in the Memorandum of Understanding.
8. Coordinate and monitor privately initiated redevelopment projects. Pending projects include: Washington Adventist Hospital, Montgomery College, Columbia Union College, and Takoma Metro redevelopment.
9. Monitor progress of planned transportation projects, ensuring adequate representation of the interests of Takoma Park. Pending projects include: Upper Carroll Avenue, Takoma Metro, Purple Line, and follow up to Takoma Transportation Study.
10. Coordinate pending neighborhood revitalization projects. Pending projects include Flower-Piney Branch Road streetscape and redevelopment project, Laurel Avenue streetscape, Sligo Cherry trail, design of Old Town Takoma Parking Garage, and the Metropolitan Branch Trail.
11. Provide GIS services both within HCD and to other City departments. Implement plan to guide future development of the system for use by HCD and other departments.

12. Staff support to the Facade Advisory Board. Activities to include designation as a Local Advisory Panel, coordination of design reviews, identification of available funding sources to assist approved projects, development of marketing plan to educate property owners of their responsibilities under the ordinance and to encourage compliance.

13. Provide staff support to the Safe Roadways Committee.

Council Goals:

Economic Development:

Development of Landlord Certification Program to ensure compliance with City codes governing rental housing.

Gateway/Wayfinder Sign System Project- Phase II

Construction and installation of gateway and way finder sign system.

Old Town Parking Garage- Phase II

Develop financing plan and begin to raise funds for construction of garage.

Main Street Program - Old Town/Takoma Junction

Assist Takoma Old Town Business Association in the development of an application to State of Maryland Main Street Program. Coordinate designation efforts with District of Columbia.

Performance Measures:

<u>Performance Measurement</u>	<u>FY03</u>	<u>FY04</u>
Streetscape / Trail Projects	3	
Transportation Projects Monitored	4	
Web Site Hits	NA	
Businesses Assisted	5	
Site Plans / Permits Reviewed	NA	
FAB Design Reviews	3	
Safe Roadway Committee Meetings	4	

PROGRAM: Community Outreach**Program Cost: \$21,064**

The intent of the Department's Community Outreach effort is to broaden citizen involvement in City affairs and to increase use and relevancy of city services. Primary responsibilities include outreach to groups of residents who have traditionally not utilized or may not be aware of available City services, the dissemination of information on special programming opportunities and the identification of unmet needs of the community.

Overview of Departmental Services:

1. Create door-to-door outreach activities in targeted neighborhoods. Promote use of City services and programs. Gather information from neighborhood residents on their unmet needs.
2. Assist in conducting City sponsored educational community building programs and other special events.
3. Work with City departments to determine best means of communicating with the residents in targeted neighborhoods.
4. Development of City of Takoma Park Staff Speakers Bureau, Public Service Announcements, and the Cable Snapshots / Cable Talk Show, Block Parties, etc. in furtherance of outreach goals.

Council Goals:*Broadening Citizen Involvement:*

Development of community leadership scholarship program.

Landlord Certification Program to ensure compliance with City codes governing rental housing.

Performance Measures:

<u>Performance Measurement</u>	<u>FY03</u>	<u>FY04</u>
Community organizer hours	350	
Open houses and Neighborhood Block Parties	1	
Community /Neighborhood Events	0	
Neighborhood Presentations	0	

PROGRAM: Grants Management**Program Cost: \$75,074**

To coordinate and administer overall grant activity of the City of Takoma Park. Primary responsibilities include: identification and pursuit of federal, state and nonprofit grant opportunities in support of city-sponsored projects, coordination of grant activity of other City departments, and the administration and management of the Community Development Block Grant (CDBG) program. Funding has been provided by the City Manager's office and, where eligible, the City's CDBG program.

Primary Objectives:

1. Seek out grant opportunities for the new Community Center, affordable housing and other priority projects. Coordinate with appropriate staff to ensure adherence to adopted grant procedures.
2. Facilitate, with the assistance of City departments, the collection of key statistical information in support of future grant activity.
3. Monitor status of funded grant activities to ensure timely implementation of project(s) in accordance with requirements of the grantee. Provide staff support as needed.
4. Manage and administer Community Development Block Grant funds in accordance with federal regulations. Monitor activities of sub-recipients to ensure program compliance and timely expenditure of grant funds.

Council Goals:*Economic Development*

Identification and development of alternative revenue sources for city programs and services.

Performance Measures:*Program Open Space/ Community Parks & Playground*

Thomas Siegler Project
Heffner Park
Forest Park
Community Center

Takoma Park Revitalization Grant
Laurel Avenue Project*Montgomery County Revitalization Grant*
Maple Sherman Avenue Project*Community Legacy*
Flower & Piney Branch - Community Organizer
Old Town Parking Garage - Transportation Study

Maryland Transit Administration Grant
Metropolitan Branch Trail

Community Development Block Grant Program PY27
Community Organizer

PROGRAM: Landlord Tenant Services

Program Cost: \$102,192

The Office on Landlord-Tenant Affairs investigates and mediates landlord-tenant issues as well as complaints filed before the Commission on Landlord-Tenant Affairs. Additional responsibilities include the oversight of the Rent Stabilization Program, and the distribution of educational information pertaining to landlord-tenant issues. The continuing goal of the program is to encourage compliance with all laws by ensuring that both tenants and landlords are informed of their rights and responsibilities under Takoma Park's Landlord-Tenant Relations and Rent Stabilization laws.

Primary Objectives:

1. Counsel landlords and tenants regarding their rights and responsibilities.
2. Coordinate investigation and mediation of landlord tenant complaints.
3. Assist tenants in preparing cases for hearing before the Commission on Landlord-Tenant Affairs.
4. Recodify Rent Stabilization Ordinance.
5. Revise department regulations and associated forms following council's adoption of the Landlord-Tenant Relations, COLTA, Opportunity to Purchase, and Rent Stabilization laws.
6. Implement streamlined process for submitting Rent Stabilization Reports.
7. Initiate re-writing of the Landlord-Tenant Handbook following adoption of the code and department regulations.

Performance Measures:

<u>Performance Measurement</u>	<u>FY03</u>	<u>FY04</u>
COLTA Complaints Filed:	49	
COLTA Complaints Mediated:	30	
Landlord-Tenant Issues Resolved Outside of COLTA:	130	
Rent Stabilization Reports Submitted:	317	
Rent Stabilization Reports Electronically Submitted:	0	

PROGRAM: Commission on Landlord Tenant Affairs**Program Cost: \$52,898**

The Commission on Landlord Tenant Affairs (COLTA) hears complaints between tenants and landlords and rules on a variety of issues including claims of retaliation, security deposit disputes and breach of lease claims. Additional program responsibilities include the review of requests from landlords petitioning to increase rents above the annual stabilization allowance following the completion of capital improvements to the property and from those demonstrating that a rental facility is operating at a financial loss.

Primary Objectives:

1. Process cases filed with COLTA coordinate complaint hearings and appealed rent increase petitions, conduct regular business meetings, and issue written decisions on landlord-tenant complaints and rent increase petitions.
2. Evaluate current hearing process to ensure timely response to complaints and appealed rent increase petitions.
3. Coordinate processing of complaints with Landlord Tenant Services, Code Enforcement Division and Corporation Counsel.
4. Recruit volunteers to serve on COLTA, increasing capacity of the Commission.

Performance Measures:

<u>Performance Measurement</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
COLTA complaints filed	37	45	45
Hearings (complaint based)	11	11	15
Rent increase petitions	36	45	60
Hearings (rent increase petitions)	1	1	4
Workshops	1	0	0
Commissioners on COLTA	9	9	7

Communication

The Communications budget combines the former Media budget. The new name reflects the Council Goals for FY04 which are to be actualized by this department as articulated under the heading of Broadening Citizen Involvement: *Develop a centralized communications approach which will coordinate use of existing communication resources and developing technologies to enhance all City interactions.* This goal, new for FY04, involves the creation of an Office of Communications which will provide centralized oversight of the City's government access cable channel, the City's Newsletter and the City's website. Additional functions of this office will include media and press relations, and oversight over internal and external publications.

Specific Objectives from this goal include:

- Objective BI4: Increase efforts of disseminating city information and opportunities in additional languages other than English via cable, web, and newsletter.
- Objective BI-9: Implement machine translation of web pages into different languages.
- Objective BI-10: Investigate and pursue alternative ways of transmitting information on Cable and/or web.
- Objective BI-11: Establish City sponsored e-mail/announcement list serve providers.
- Objective BI-12: Each department/team leader will identify a Communications Liaison who will coordinate the flow of information to Cable and the City's website on a monthly basis.
- Objective BI-13: Evaluate most effective way to update and manage the City's webpage to ensure it presents the City in best and most user-friendly way as technology, needs and issues change.
- Objective BI-14: Investigate and implement the posting of Council agenda items on the web via e-mail and the server.
- Objective BI-15: Create a Communications Office to oversee and coordinate internal and external communications of the City.

PROGRAM: Communications Office & Web Site

Program Cost: \$81,283

FY04 will be the launching of a new office to manage the City's external communications functions. Activities will include enhancements to the City's website, establishment of a City wide email distribution list, enhanced translation of City documents and better use of technology for internal and external communications. The Communications office will work with other City departments and work units to improve all aspects of City communication with residents, including those who may have little access to computer technology.

PROGRAM: Newsletter

Program Cost: \$ 53,350

The Takoma Park Newsletter is published monthly eleven times a year (every month but January) as the official publication of the City of Takoma Park and is intended to keep the citizens of Takoma Park informed of government activities and to provide current information about City provided services. Editorial Guidelines were adopted by a Council Resolution on June, 8, 1992 and standards for newsletter coverage were clarified by Council Resolution on March 6, 2000. As a matter of policy the Newsletter does not accept commercial, classified or political advertisements. The Newsletter is bulk mailed to all Postal Customers in the City of Takoma Park.

PROGRAM: Cable Television and Telecommunications

Program Cost: \$148,719

1. Cable Television

The City of Takoma Park is a co-franchisor with Montgomery County (and the other municipalities) for provision of cable television services. Cable television services are available to City residents from Comcast and Starpower, two competing cable television companies.

In 1983, Takoma Park adopted Montgomery County Code Chapter 8A which specifies the County's franchising authority over cable television operators. Montgomery County administers all cable franchise agreements for the City by contract and keeps a portion of the City's franchise fees for this service as is noted below.

2. Telecommunications: Rights-of-Way Agreements

The City has an "Interim Agreement" with MFS, a telecommunications company for use of the Public-Rights-Of-Way (PROW), however MFS is owned by MCI WorldCom which went into bankruptcy during 2002, so this agreement and the revenue generated from it are on hiatus at the present time.

3. Takoma Park City TV Operations and Programming

The City of Takoma Park operates a government access channel, known as Takoma Park City TV. This channel is provided to the City by franchise agreement with both Comcast and Starpower, and is carried on Channel 13 in both systems. TPCTV is one of 13 PEG (Public, Educational and Government) Access Channels provided to cable subscribers in Montgomery County. TPCTV is available in approximately 200,000 homes in Montgomery County, with the exception of the City of Gaithersburg. Gaithersburg has its own government access programming which is available on Channel 13 within its municipal boundaries.

The general goals and objectives of TPCTV are to provide the residents of Takoma Park with quality informational programs about City government and services and to offer programming about Community activities, particularly local performing arts. Additional goals for the channel reflect the Council's goals of Community Outreach and generally promoting the City of Takoma Park. City TV televises live and replayed City Council meetings whenever Council is in session. Walking Council meetings, held in each ward annually are also covered. TPCTV also works with other City departments to cover their events. A major part of TPCTV's programming includes coverage of various annual community events such as the Independence Day Parade, the Takoma Park Folk Festival, the JazzFest and Jazz Band Brawl, the City's Annual Martin Luther King, Jr. birthday tribute, and the Takoma Park Old Town Street Festival. While primarily a government access channel, Takoma Park City TV has the unique opportunity to offer residents programs about local events, featuring local musicians, artists, dancers, civic activists and children in a way no other media outlet can.

Takoma Park City TV produces a magazine-format monthly series entitled *Takoma Park Snapshots* which features short segments on government and community activities. Of particular interest in the *Snapshots* series is the monthly segment dedicated to Community Oriented Policing. This segment specifically addresses many of the Council Goals regarding community oriented policing. The show as a whole responds to various of the Community Outreach goals.

Many community events were covered during the past year, including: the annual Independence Day Parade, the Takoma Park Street Festival, Takoma Arts and Healing Day, and the Takoma Singers Holiday and Spring concerts. Music programming produced by TPCTV includes many hours of performances from the annual Takoma Park Folk Festival, the Jazz Band Brawl and Takoma Jazz Fest, featuring local

and nationally recognized musicians. In Fall of 2002, TPCTV taped Takoma Voice "Candidate's Forums" for County, State and Federal elections. Other events organized by local volunteer organizations include the annual Arbor Day event, Friends of Sligo Creek's "Sweep the Creek", the Volunteer Fire Department's Blood Drive and the Takoma-Langley CDA's 15th Anniversary celebration.

TPCTV supports other City departments and agencies by featuring their activities either as full length special events or in *Snapshots* segments. The Tribute to Dr. Martin Luther King, Jr., sponsored by the City, is an annual favorite. TPCTV regularly covers Takoma Park Maryland Library events such as the annual My Favorite Poem Event, co-sponsored by the Library and the Columbia Union College English Department and many of their other events including the four part "College Bound" series, and special library performances by Azatlan, and the Morris Men. Additionally, TPCTV covered The Mosquito Control Workshop, co-sponsored by the City, County and Committee on the Environment.

Another segment of programming on TPCTV is that from other governmental sources. Regular series in the lineup include those provided for free from the US Department of Education and NASA. Just added in the Fall of 2002 is a monthly program produced by the Metropolitan Washington Council of Governments.

4. Funding

Funding for the City's cable television operations comes from several external sources. Franchise fees are charged to all cable television operators for use of the public rights of way. These fees are based on 5% of gross revenues, of which the County keeps 30% for administration of the franchise. Franchise fee revenue to the City for FY 04 is estimated at \$88,394 from the Comcast and Starpower operations. Additional funding for the City's cable television operations is via an annual grant of \$50,000 received from the Comcast franchise via the County, increased by the CPI annually, projected at \$56,484 for FY04.

A separate capital equipment grant was allocated to the City as part of the 1998 franchise renewal which included \$126,000 for FY 99 and \$148,000 for FY 00. Starting with FY01, and for the remaining 13 years of the franchise, the capital equipment grant is reduced to \$20,000 annually with a CPI adjustment which started in FY 02. FY03 Capital Grant revenues from the Comcast agreement were \$21,104 and are projected at \$21,652 for FY04. In addition to franchise fees, the Starpower franchise agreement provides support for PEG (public, educational and government) access channels based on 3% of gross revenues, with the City slated to receive 1/7 of that total. In FY03, capital revenues from Starpower were conservatively projected at \$6,981 but estimated actuals are projected to be around \$13,000. In FY04 we are projecting FY04 Capital Grant revenues of \$16,000 as Starpower continues to expand its customer base.

5. Staffing

Staffing for FY03 included a 3/4 time Cable and Telecommunications Manager and full time Video Production Manager. Additional assistance is provided by interns, free-lancers and specialty contractors such as audio engineers and producers.

6. Accomplishments in FY 03

In July of 2002, TPCTV received an award for “Overall Excellence - Government Access” from the Alliance for Community Media’s Annual Hometown Video Festival. This award is given to the government access channel (in the budget category of \$150,001 - \$399,999) This award is the highest award a cable access channel can receive from the Alliance for Community Media and recognizes City TV as one of the best government access channels in the country.

Other FY03 highlights include the planned purchase of upgraded bulletin board equipment to facilitate remote updating capabilities and the ability to “scroll” messages on top of video programming. Plans are underway as well for purchase of a digital server which will be used to record and playback Council meetings, as well as other events, greatly enhancing the audio and video quality of these programs. We are also currently researching the addition of DVD for archiving, copying and playback of programs in response to customer demand and drastically decreased pricing of these units.

7. Fiscal Year 2004 Goals

The installation of the new digital and bulletin board equipment identified above will enhance TPCTV’s ability to add additional programming, increase the use of PSAs and generally add refinements to the program schedule such as “Coming up next.....” announcements and Station IDs. Additionally, FY04 will bring serious changes to the City Hall structure as part of the Community Center construction, and TPCTV will be responding to venue changes for many City activities by improving our abilities to videotape from remote locations. Additional plans carrying over from FY03 include the reorganization of the City’s tape library and inventory of all equipment. City TV will continue to assist other City departments with publicity for events and services, and coverage of government activities, with a special focus on how Community Center construction may impact resident access to City services, parking at City Hall, etc.

8. Goals for Telecommunications Policy and Regulatory Activities

- Collaborate effectively with telecommunication service providers to assure compliance with local, state and federal regulations governing Public Rights of Way (PROW).
- Assist Council and Staff with knowledge acquisition on complex telecommunications matters.

9. Performance Benchmarks

	July 1- Dec. 31, 2001	Jan. 1 - Dec. 31, 2002
Hours of Council Meetings	54:40	139:20
Hours of Other Original Programming	32:56	60:47
Dub Requests	35 (7/1/01-2/28/02)	25 (7/1/02-2/28/03)

Volunteer Management

The volunteer program exists to provide Citizens an opportunity to become more involved in the day to day operations of government and to make use of the spirit of volunteerism in the community. To accomplish this, the Volunteer Program operates in a structured framework that provides for the effective recruitment, placement, training, monitoring, and recognition of volunteers. Volunteers provide the City a wide variety of services ranging from office support to park cleanup. By providing opportunities for citizens, including youth, to participate in the operations of city government, services can be provided at reduced costs and other services, which might not otherwise be available, can be provided to citizens and local youth have an opportunity to give back to their community while earning required community service hours.

The volunteer program in the City functions in a decentralized way. While Volunteer Services provides assistance to City teams and departments with advertising, recruiting and supporting volunteers, each individual agency has been involved with identifying its own volunteer needs, interviewing volunteers and tracking volunteer efforts. Volunteer Services has worked this past year to build bridges to area schools and community groups. When requested, the City provides opportunities to local groups interested in a Community Service Day. In the past few years, Columbia Union College and the Takoma Park branch of Long & Foster realtors have each worked in City parks on clean up and gardening efforts as well as University of Maryland student groups.

During the past year, as in previous years, volunteers assisted the Police Department, Recreation Department, Library, and Public Works Teams. The Police Department has several regular office volunteers. Recreation utilizes volunteers for special events as well as regular activities such as after school programs. Many hours are volunteered by coaches assisting with City and community sponsored sports leagues. Library volunteers assist behind the scenes and with the after school Homework Helper Program. Public Works has been the City agency most involved with community work service days which generally involve park clean-ups. This past year, the City Gardener has been actively working on an "Adopt A Park" program involving community groups and neighborhood associations. Volunteers included SOSCA, Cub Scouts, the Takoma Horticultural Club, NHGCA, and neighbors in the Maple & Sherman neighborhood. A variety of clean up and planting activities have contributed to additional beautifying of Takoma Park parks and green spaces.

Many hundreds of hours are also volunteered by Takoma Park citizens involved with the numerous Council appointed committees and task forces, as well as other citizen and neighborhood organizations which assist the City with its many activities. Examples of dedicated volunteer efforts include participants in the Recreation Committee, the Public Safety Citizens Advisory Committee, the Takoma Park Committee on the Environment, Friends of Takoma Park Maryland Library, the Community Center Committee, Nuclear Free Takoma Park, the Commission on Landlord and Tenant Affairs, the Tree Commission, the Mediation Committee, the Independence Day Committee and the Free Burma Committee. Takoma Park residents also serve as the City's representative on County wide committees, including the County Executive's Citizens Cable Advisory Committee and the Board of Directors for Montgomery Community Television. Additional citizen volunteer efforts are demonstrated by participation in various arts and cultural organizations, including the Takoma Park Folk Festival, the Takoma Jazz Fest, the Takoma Park Artist Guild, the Takoma Singers, the Takoma Symphony, the Takoma Park Municipal Band and Historic Takoma, the sponsor of the Historic House and Garden Tour.

Primary Objectives for FY 04

The FY 04 Objectives for the Volunteer Program are to broaden community involvement and provide more opportunities for Youth in conjunction with the Recreation Department and the Public Works Department. Staff continue to reach out into the community, utilizing existing institutions, such as schools and community organizations, for volunteer recruitment. Collaborations with these organizations often provide a highly motivated volunteer which actually assists City staff with available tasks. Other recruitment tools include regular notices of volunteer opportunities in the City newsletter, mailings to high schools and community organizations and postings of openings on the Cable TV channel.

Library

Summary of Programs

	<u>FY03</u> <u>Adopted</u>	<u>FY04</u> <u>Adopted</u>	<u>Percent</u> <u>Change</u>
Readers Services			
Personal Services	\$ 295,176	\$ 322,653	9.30%
Operating Costs	\$ 16,246	\$ 14,546	-11.69%
 Book Collection & Catalog Management			
Personal Services	\$ 80,089	\$ 87,240	8.93%
Operating Costs	\$ 88,786	\$ 86,979	-2.08%
 Children's Programs			
Personal Services	\$ 37,300	\$ 41,383	10.95%
Operating Costs	\$ 2,000	\$ 1,800	-1.11%
 Periodicals & Newspapers			
Personal Services	\$ 13,570	\$ 16,472	21.38%
Operating Costs	\$ 13,400	\$ 13,768	2.75%
 Non-Book Material			
Personal Services	\$ 17,340	\$ 19,112	10.22%
Operating Costs	\$ 3,945	\$ 4,146	5.09%
 Outreach			
Personal Services	\$ 34,901	\$ 37,477	7.38%
Operating Costs	\$ 5,286	\$ 3,986	-32.62%
 Administration			
Personal Services	\$ 65,356	\$ 69,941	7.02%
Operating Costs	\$ 22,043	\$ 21,930	-.52%
 TOTAL LIBRARY	\$ 695,438	\$ 741,433	6.61%

Library

Mission

The mission of the Takoma Park Maryland Library is to respond effectively to the literary, educational, and informational needs of a diverse community by providing and promoting resources, collections, and referrals that match community interests, nurture a love of books and stories, and represent a broad range of views within an inviting and safe environment.

In FY04, the Takoma Park Library will continue to promote creative and cost-effective strategies for addressing a range of issues and challenges that reflect changes in the Takoma Park community, in the surrounding metropolitan area, and in the library profession itself. These include:

1. Increases in the population of young adults and unattended children using the Library, and the resulting stresses in providing a stable, secure and quiet place for study and reading, as well as assistance in completing research assignments and in locating and using Library materials.
2. A growing diversity in the Takoma Park community, bringing a broader range of languages, cultures and information needs.
3. Changes in the information technology and networking capabilities available to libraries, and their implications for the City Library's development, both in providing access to its own resources and a broader range of information resources available elsewhere.
4. The need to develop long-term strategies for modifying services, collections and facilities in ways that will serve the needs of physically challenged library users and senior citizens.

Budget Commentary

In FY04 our objectives are driven overall by the need to respond to City Council goals, customer demands and perceived citizen needs in creative and cost-effective ways with a smaller operating budget.

The majority of this year's initiatives coalesce around two phenomena - an increasingly diverse population of users and potential users, and the beginnings of community center construction adjacent to the Library.

To meet the needs of those learning English as a second language, we are continuing ESL classes in the Library, and supporting them with new learning tools in print and on CD-ROM. We are augmenting our offerings of bi-lingual children's books and periodical publications in Spanish and French with books for adults in Spanish, and continued expansion of our world music collection on CDs. Several Library staff are continuing to improve their Spanish language skills, but new translations of such vehicles as policy statements and card applications will assist all staff in their interactions with diverse populations. We will continue to explore children's programs in different languages, and possibly in a variety of settings. We are considering low-cost ways to make Library resources and services more accessible to those with disabilities.

During construction of the first phase of the community center, we are committed to preserving an accessible, quiet and inviting space for our patrons. In that context, we will strive to sponsor as many of our current and planned public programs as circumstances permit, and because considerable adaptation may be necessary, we will be exploring different venues - continued smaller and family-oriented programs in the Library, alternative sites for larger programs and off-site class visits as opportunities to reach out to populations of children who may not normally use the City Library. Given the sizable population of children who walk to the Library after school, and for whom limited parking is not an issue, we will continue expansion of our Homework Helper program with interns from CUC.

We also plan to improve the Library web pages for staff and users of all ages, even as we work with the City's new Communications Director toward a smooth transition of the City's web site toward a redefined mission. Our online catalog will become even more important to users during community center construction, and we will strive to make it as consistently attractive, secure and user-friendly as possible.

PROGRAM: Readers Services

Program cost: \$337,199

This program responds to the needs of residents for optimal access to the City Library for reading, research, borrowing of materials, and direct assistance from Library staff, in person and by telephone. In recent years, we responded to pressures created by temporary closings of other area libraries, and the proliferating needs of unsupervised children and young adults using the Library, and those engaged in home schooling. In FY04 we will work to maintain increased use made of the Library by new cardholders during the past two years, and strive to continue services with minimal disruption during initial construction of the new community center.

The Takoma Park Library is open to the public 53 hours per week. Staff assistance includes the circulation of materials, reference assistance and referral, readers' advisory services and children's room coverage for 13 after-school hours each week. After-school homework help by staff and trained volunteers is available in the Children's room Monday through Thursday. Resources for research include DVD and CD-Rom reference tools that can be used in the Library, two public Internet workstations, and comprehensive research databases available to all cardholders through the City's website. The Library's catalog of holdings is expected to be available over the Internet in the Spring of 2003. Free ESL classes are offered in the Library, and a rotating assortment of fiction and large print books are delivered to the Takoma Towers retirement facility each month.

Because Readers Services translates directly into hours open and one-on-one services by staff, it has always been the most costly of our operations. The costs of Readers Services include all staff hours worked at the circulation and reference desk and in the children's room. It also includes staff hours spent in scheduling desk coverage, maintaining the patron database, generating and sending overdue notices, shelving books, preparing and updating referral files and other desk reference and public information files and links for staff and the public, in print and on-line, and maintaining the public computers, including the CD-ROM computers. Operating costs include borrowers' cards and applications, circulation supplies, overdue notices and postage, supplies, maintenance and upgrades for the public computers, security system and copier.

In FY98, the Library installed a security system, and fully implemented the transition to an automated public access catalog and circulation system. Our state of the art Auto-Graphics Verso system uses a Web-based browser. A 2002 upgrade will enable us to make our holdings catalog available on-line for the first time.

Primary Objectives

1. Library staff will respond to increased demand for homework assistance after school by augmenting the Homework Helper program with interns from Columbia Union College.
2. We will maintain consistent and secure functioning of the on-line catalog with an attractive and user-friendly interface.
3. Library staff will continue to facilitate research on the Internet through the reference pages, which provide useful links to information resources and search engines.
4. We will strive to maintain a readily accessible, quiet and inviting space for research, study and reading during the initial construction of the community center.
5. Low-cost signage, software and other enhancements will make the library more accessible and user-friendly for people with disabilities.

<u>Performance Measures/Benchmarks</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
<u>Days open</u>	300	298	295
1. Circulation per capita	5.7	5.1 ¹	5.5
2. In-Library use per capita (materials used but not borrowed)	2.5	2.13	2.3
3. Reference completion rate (Same day)	3,344	2,974	2,700 ²
4. Reference fill rate (new in FY02)	77.87%	80.41%	80%
5. Registered patrons as a % of population (new in FY02) (active users only)	42.14%	40%	45%

¹ We experienced some increase in circulation and in-library use of materials following the temporary closing of Long Branch Library. We are working to maintain these increased levels of use during the coming year.

<u>Ongoing outputs</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
<u>Days Open</u>	300	298	295
1. Circulation of materials	98,571	80,000	95,000
2. In-Library use of materials (materials used but not borrowed)	42,374	36,880	40,000
3. Patron desk requests for assistance	8,223	7,432	7,000 ²

PROGRAM: Book Collection and Catalog Maintenance

Program cost: \$ 174,219

This program responds to the needs of readers of all ages for a broad spectrum of popular, up-to-date, readily accessible books that reflect their needs and interests. Thus it entails the actual provision of books for adults and children, and the creation and maintenance of their catalog records in a database accessible through the Library's public catalog. It includes the costs of all adult and children's books and of research tools on disk. It also includes the cost of processing and database maintenance, and staff time spent on acquisitions, processing and database management, administration, bookkeeping, book mending and binding, weeding the collection, discarding and re-accessioning books, and processing holds and interlibrary loan requests. The Library borrows from other libraries through the state interlibrary loan network in Baltimore (MILO), directly from out of state libraries if the item is not available in Maryland, and lends to institutions on request. In FY99 we upgraded our library automation system, replacing the Maxcess MLS 3.0 with the Maxcess Verso system. The new system, unlike its predecessor, uses the Microsoft Explorer browser, giving users a more familiar and easy-to-use interface similar to Web searching. In FY01, Maxcess and Verso were acquired by Auto-Graphics, a nationally known vendor of library automation software, a development which we believe has strengthened and enhanced this product for Library users.

Primary Objectives

1. We will reinforce ESL education through the acquisition of print and CD-Rom tools that support this program in the Library.
2. Staff will explore means of cost-effective and efficient purchase and processing of Spanish language books for adults.

² *An easier-to-use patron catalog should result in a drop of both 'Reference completion rate' and 'Patron desk requests' for assistance. We experienced a drop when we switched to a digital catalog, exactly at the point where one would predict such an effect. Also, there is some evidence that more people are meeting their information needs by using home reference tools and, more significantly, the Internet. The Library provides local community information on the City web site, answers to many of the same questions we used to handle by phone or in person. Indeed, the number of people using our reference tools on the Web is impressive. Although we have offered this information since 1995, accurate use statistics are available only for Oct 98 to the present. They show that accesses to the City web site increased by more than 600% between 1999 and 2002, and an additional 90.50% the following year, rising to 91,583 by the end of 2002.*

3. We will continue the purchase of bi-lingual children's books.
4. We will strengthen one to two weeded areas of adult and/or juvenile non-fiction through retrospective collection development.
5. We will improve and update one subject area of the reference collection.

<u>Performance Measure/Benchmark</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Turn-around-time for new books (cycle time from order to shelf)	3 weeks	3 weeks	3 weeks

<u>Ongoing Output</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
1. Books made available to patrons	4,780	4,500	4,500

PROGRAM: Children's Programs

Program cost: \$43,183

This activity must respond in a variety of ways to pressures generated by continuing high demand for programs for preschoolers, instruction in information retrieval skills for school classes, and large numbers of unattended elementary and high school age children using the Library for research and homework, including those learning English as a second language.

Special programs are offered year-round to audiences of school-age and pre-school age children, ages 18 months to 14 years, parents and care givers, teens and adults. Between 5,000 and 10,000 people attend between 200 and 350 programs during the year. They range from special or seasonal events such as a children's summer reading program (developed independently with specially commissioned art), a Science Fair Workshop, a "College Bound" speakers series on the college application process, celebrations of the winter solstice and vernal equinox, book clubs for elementary age children, a popular 'sing-a-long' for preschoolers and their care givers, "English friendly" and bi-lingual programs in Spanish, Black history programs, and performances by many well-known performers and story tellers such as Candace Wolf, philosopher Chris Phillips, Tomas Eaglebear and his family (Aztlán), the Foggy Bottom Morris Men, members of the Liz Lerman Dance Exchange, and a Taiwanese lunar New Year Festival. This year the Children's Services Coordinator is doing poetry exploration programs with ten 4th grade and special education classes each week, as well as adults attending the Recreation Department's Senior Club.

The costs of children's programs include staff time spent planning, implementing and promoting them, and some honorariums for performers. Many guest performers and speakers have been funded through donations from the Friends of the Library.

Primary Objectives

1. Reinforce a focus on family oriented programs that can be held in the Library during community center construction.
2. Explore alternative sites for larger programs through partnership with Columbia Union College and other organizations.
3. Continue to extend and refine school visits as opportunities for off-site programs, and as ways to reach children who do not normally visit the Library, such as the weekly poetry exploration series currently done at PBES (10 classes/ 190 children every Thursday morning).
4. Continue to develop programs in languages other than English, and those which acquaint audiences with diverse cultures, traditions and ethnic groups.

<u>Performance Measure/Benchmark</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Program attendance as a % of population (new in FY02)	35.62%	58.66%	40.50%

<u>Ongoing Outputs</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
1. Attendance at Childrens programs	6161	10,148 ¹	7,400
2. Total programs	198	384 ¹	178

PROGRAM: Periodicals and Newspapers

Program cost: \$30,240

This program responds to the demand in the Takoma Park community for current information and popular reading available through magazines and newspapers, in print and digital formats. Its cost includes the cost of subscriptions, processing materials and staff time spent developing, evaluating, and maintaining the collection.

Primary Objectives

1. We will work toward an economical and seamless transition to a new subscription vendor, with minimal interruptions in our holdings or inconvenience to patrons.
2. The Library will subscribe to at least two additional news or general interest periodicals in Spanish.

¹ For the first half of FY03, the weekly visits to the 4th grade classes (10 in all) account for the 117 of the program totals, with attendance of 2,205. ESL classes numbered 15 with attendance of 202.

<u>Performance Measure/Benchmark</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>
Percentage of incoming periodicals processed within 24 hours	98	98	98

Ongoing Output

Subscriptions processed	180	180	180
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PROGRAM: Non-Book Materials

Program cost: \$23,258

This program responds to the demands of Takoma Park residents for audio books, language instruction tapes, recorded music and informational pamphlets. Costs of this program include the costs of audiotapes and CD'S, supplies used for processing them, and staff time spent on developing, administering and processing these collections, and creating their database catalog records.

Primary Objectives

1. We will build on our collection of world music on CD, using new review media.
2. In response to patron demand, we will expand our collection of audio books on CD.
3. We will continue to revitalize our collection of audio-books for older elementary age children.

PROGRAM: Outreach

Program cost: \$41,463

This program strives to serve city residents by extending and reinforcing the role of the Library in the community, and by increasing awareness of and support for its services and programs among diverse individuals and groups. Activities may include exhibits, adult programs in and outside the Library, book sales, preparation of special booklists, generation of publicity and other promotional and fund-raising efforts. Articles about Library events and services appear monthly in the City Newsletter. Home pages on the Internet were begun in FY95. In 1998, a new children's services Web page was created and has since been expanded.

Since 1994, the Friends of the Library have been a significant resource and ally in raising funds for and promoting the Library throughout the community. They have secured grants and donations from the Takoma Foundation, The Takoma Park Folk Festival Committee and the Takoma Horticultural Club. They have underwritten numerous children's programs, purchased multilingual childrens books and reference books, funded the Library's public Internet workstations and CD-ROM workstations for the children's room, supported the Homework Helper program and given the first year's subscription to SIRS Discoverer, a full-text magazine index for children. Since FY99, they have provided nearly 2000 free lanyards for children to use with their 'key chain' style Takoma Park library cards following automation. They have also funded the purchase of a staff Internet workstation for the reference desk. In FY01, they provided access to the Electric Library for all TPML cardholders. In 2002 they supported the purchase of a new server so that our catalog could be made available on-line, and in 2003 they are supporting our ESL instruction program. Since their inception, the Friends have contributed more than \$40,000 in gifts to the Library.

Primary Objectives

1. We will continue and support ESL classes in the Library.
2. We will facilitate interactions with Spanish speaking Library patrons with translations supported by the Friends of the Library.
3. The Library will explore continuation of the Takoma Park Film Festival in 2004 or future years.
4. Staff will continue work as part of the City's Technical Team and with the Communications Office toward the successful operation and transition of the City web pages.

PROGRAM: Administration

Program cost: \$91,871

This program structures and supports all Library services, and also includes the Library's contributions to interdepartmental or city-wide projects, task groups, etc. Activities include setting organizational goals and coordinating planning and implementation of objectives and priorities for operations, budget preparation and defense, authorization and monitoring of expenditures, recruiting, hiring, evaluating and training library staff, writing or updating job descriptions and work plans, monitoring building needs and building improvements, representing the Library or city management at meetings or on committees, professional development and staff meetings.

Costs include staff time spent on the above activities, office and computer maintenance and supplies for general use, telephone and some postage costs, office machine maintenance and supplies, association dues and professional subscriptions, miscellaneous expenses and funding for staff development and professional conferences.

Primary Objectives

1. We will continue to support and encourage Library staff to acquire skills to conduct basic Library transactions in Spanish.
2. Staff will continue to plan for future developments in automation, equipment replacement, better utilization of existing building space, and future interaction with the learning component of the new community center.

Debt Service

This budget provides for the payment of principal and interest on outstanding general obligation debt which have been incurred either through bond issuance or lease financing. Cash flow during succeeding fiscal years has been adequate and no short term borrowing has been necessary.

Budget Commentary

The FY93 Debt service budget included pass-through loan payment to the State from the owner/developer of the 6 Grant Avenue project, for repayment of a Maryland Industrial Commercial Redevelopment Fund loan. The 6 Grant Avenue property was sold during FY 98 and the property owner's MICRF note was released. Settlement with the State on the outstanding MICRF balance on 6 Grant was finalized during FY03 in the amount of \$42,260. The loan agreement provides for annual payments of \$5,000 for eight years, with \$2,260 due during the last year.

The City purchased the Zarpas property in Takoma Junction for \$483,000 in August, 1995. A bank loan of \$315,000 was used to purchase the property. The debt service payment on the loan is approximately \$2,833 per month and is reflected in the FY03 budget. If the property is sold by the City to a developer, the City will no longer be making debt service payments on the bank loan.

In FY00 the City entered into an Memorandum of Understanding (MOU) with Montgomery County for an interest free loan of \$455,000 for revitalization of some sections of the City formerly in Prince George's County. The MOU provides for annual payments of \$50,000 for eight years, with \$55,000 due during the last year.

In FY02 the City participated in a bond issuance through the Maryland State Infrastructure Loan Program for a twenty year fixed term at 4.48% interest, to finance the City's cost for the Community Center in the amount of \$2,048,700.

In FY03 the City entered into a lease-purchase agreement with Bank of America for the purchase of a new police radio system. The agreement provides for annual lease payments of \$62,840 for seven years.

Non-Departmental Accounts

The Non-departmental budget provides for items necessary for the operation of City government services which are not directly attributable to departmental operating expenses. The FY 04 budget includes funding for Council Goals, the City's Homeowner's Tax Rebate Program, insurance coverage, employee tuition reimbursement, employee training, employee awards, the retirement deficit amortization payment, leave liability, allocation for bad debt, and a general contingency appropriation. Also included is funding for the Fourth of July activities, community festivals, Public Safety Committee and the purchase of art items for the Arts and Humanities Commission.

Council Goals

\$149,000 is budgeted for the goals established by the Council. This includes \$25,000 for Affordable Housing; \$45,000 for Broadening City Involvement; \$20,000 for City Image; \$9,000 for Community Center/Youth Opportunities; and \$50,000 for Economic Development Funding for Community Oriented Policing is yet to be determined.

Insurance

For the sixteenth year, the City will participate in the Local Government Insurance Pool for all major liability and property insurance coverage. Overall insurance premiums are programmed to increase about 5% for FY 04. Actual premiums will not be available until late April.

All insurance coverage except Health Insurance and Worker's Compensation are included in the Local Government Insurance Pool.

General Contingency

As required by Article IX, Section 903 of the City Charter, one-half of one percent of City revenues are set aside as a general contingency account to cover unexpected operating expenses (\$64,589).

Employee Training and Awards

Employee training funds are set at \$14,000 for tuition reimbursement-type expenditures to be allocated by the City Manager for employees who are working toward their high school, college and graduate school degrees. \$40,000 is being allocated for City-wide employee training to include individual skill training courses, group training such as diversity training, safety awareness. These numbers represent a 10% decrease from the FY 03 budgeted figures. In FY 03 training was focused on Customer Service and Diversity awareness. Funding for the Employee Recognition Award program includes expenses for the Service Awards Program, Holiday gift certificates and party, Employee Recognition Day, acknowledgments of significant employee actions and recognition for City volunteers. This line item also includes funding for "Distinguished Performance" pay increases in accordance with the Pay for Performance Plan. This item has been reduced by 9.7%.

Employee Benefits

The funding for the Employee Assistance Program and costs of pre-employment and employee fitness for duty physical examinations is reflected in the FY 03 budget under the Hospitalization line item.

Employee health, disability and life insurance benefits are accounted for in each department's fringe account. Effective July 1, 2002, health insurance premiums are increasing by 16.4% (approximately \$100,000). Workers compensation insurance coverage is provided by the Injured Workers Insurance Fund (IWIF). Effective January 1, 2002, IWIF raised their base rates by 38% and we received an experience modification increase of 20% due to several costly employee injuries. We received premium discount of 10% as a result of measures adopted by the City's Risk Management Team to reduce the risk of accidents and to limit the time off of the job due to accidents. As a result of these increases the City's premiums increased by approximately \$181,000 for FY 03. Effective January 1, 2003, IWIF again raised its rates and our premium was projected at \$553,000, an increase of 103% over the 02 premium. Subsequent to this notification, we arranged with Montgomery County to join their insurance pool for the purpose of worker's compensation insurance, and our premium starting July 1, 2003 is projected at \$400,000, a cost avoidance of \$150,000.

Retirement

During the 1996 General Assembly session the State Retirement Agency pushed through State Legislation that revised the method of billing for the Pension system which had participating agencies paying in accordance with their liability instead of pooling of retirement costs by all jurisdictions. At the time the legislation was being considered, State actuarial studies determined that Takoma Park had a deficit of \$2,615,748 to pay off under the new method of billing. The legislation allowed the City to amortize this deficit over 40 years with payments increasing by 15% for the first 5 years and 5% per year thereafter. During the 1997 General Assembly legislative session, HB 1348 was introduced through the efforts of the City of Takoma Park and the City of Hagerstown. This bill would have reduced the City's deficit by \$1,000,000 with the State Retirement Agency absorbing the costs of unfunded liability for several jurisdictions up to a total State funded cap of \$7.5 million. However, the bill was amended in the House Appropriations Committee and as approved by the General Assembly, Takoma Park's deficit was reduced by \$500,000. During the FY 98 General Assembly HB 430 was introduced and passed. This bill further reduced our deficit by \$500,000. The FY 04 payment is estimated to be \$70,000.

On July 1, 2001, the City established a Police Retirement plan that permits retirement upon completion of 25 years of service and will raise the retirement benefit to 50% of their average annual salary. Officers contribute 7% of their annual salary and the City contribution for FY 04 is computed to be 20.72% of salaries or \$425,000.

Employee Compensation

For FY 04, employee wages will be increased by 3.2%, which is the market adjustment for state and local governments according to the U.S. Department of Labor, Bureau of Labor Statistics. The budget also includes \$50,000 to fund "Distinguished Performance" pay increases in accordance with the Pay for Performance Plan.

Homeowner Property Tax Rebate

During FY 92, the Council adopted an ordinance authorizing the equivalent of a 15% property tax credit as a supplement to the State Tax Credit program. Homeowners eligible for the State tax credit, (per the Department of State Assessment and Taxation tax credit records) receive from the City, in addition to their State credit, 15% of the State's credit amount, up to a maximum of the combined City and County taxes. For FY 04, \$27,000 is projected to cover the rebates to eligible homeowners.

Leave Liability

Prior to FY 00 leave liability was included under debt service. It was shown in FY 00 in the Non-Departmental as the City Treasurer has advised it is more appropriate to show it in Non-departmental. In accordance with City Code, Employees separating from City employment are paid for their outstanding vacation balances up to 240 hours.

Community Center Fund

A Community Center Fund has been created to account for resources in the construction of the Community Center. Primary sources for funding this project are general obligation bond monies and revenue from State and County grants. Construction was anticipated to begin in August, 2002, however the project has been delayed and construction is now scheduled to begin in May, 2003. Project is anticipated to be completed in two years.

Special Revenue Fund

The Special Revenue Fund accounts for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Included in this group are Community Development Block Grant (CDBG) funds, Program Open Space grant funds (POS) for parks acquisition and development, and other County, State and Federal restricted grant funds. Funds are not expended unless prior authorization of the award is received from the grant agency.

SPECIAL REVENUE

Project Descriptions:

Police

The Takoma Park Police Department have received grant funds to implement numerous programs as related to the Hot Spots program, neighborhood safety and community policing.

Community Development Block Grant (CDBG) Projects

As of the summer of 2000 CDBG funds and projects are now administered according to new federal standards as established by HUD. The City will remain a sub-recipient of Montgomery County, however, all funds allocated to the City of Takoma Park now must be used within an eighteen (18) month guideline or returned to the County. The following descriptions is of the only active project for MC 28:

FINCA, MC 28, \$15,000, provides funding to micro loans for low-income entrepreneurs.

CASA de Maryland, MC 28, \$10,000, provides funding for Tenant Organizing service.

Takoma Park Community Center Computer Center, MC 28, \$100,000, provides funding for construction of the Community Center.

Takoma Park Presbyterian Church, MC 28, \$11,000, provides funding for construction of the community room.

Boys' and Girls' Homes, MC 28, \$7,900, provides funding for construction and landscape services.

Takoma Park Family Resource Center, MC 28, \$14,400, provides funding for rental space.

Essex House/CPDC Computer Center, MC 28, \$8,700, provides funding for construction services.

Revitalization Projects

The Revitalization funds category includes funds raised for both planning, design and construction of the Street Improvements at various gateways, Laurel Avenue, the Community Center, parking garage projects for Old Town and the Flower Avenue Neighborhoods, and other general improvements throughout the City.

Parks

The Parks category includes funding for land acquisition and park development via Program Open Space (POS). Park Renovation Projects funded via POS require a twenty-five percent match by the City. The City has committed \$100,000 of its POS funds towards the purchase of the Sligo Mill Property with Montgomery County to be paid in \$25,000 increments through 2005. It also includes funding for park development from the Community Parks and Playground (CPP), which funds specific neighborhood park renovations such as Heffner Park. Projects funded with these funds require no local match.

Miscellaneous

The City of Takoma Park's cable station is funded via grants in this category.

Reserves

In FY90, City Council created the **Equipment Replacement Reserve** and **Emergency Reserve** by adoption of the FY90 Budget Ordinance (Ordinance 1989-22). Both of these reserves are also specifically referenced in Section 904 of a Revised City Charter that became effective November 1989.

The **Equipment Replacement Reserve** is a reservation of fund balance for replacement of major pieces of City equipment whose cost is greater than .5% of annual City revenues.

The **Emergency Reserve** is a reservation of fund balance, designated solely for emergencies that may arise. In March 1995, the City Council adopted a Charter amendment that changed the Emergency Reserve allocation from 8.5% of annual revenues to a minimum of \$250,000, with increases in the Reserve tied to increases in the annual Consumer Price index.

Interest earnings on both of the above reserves are credited to those reserves.

Equipment Replacement Reserve Fund

Explanation of Fund

The Equipment Replacement Reserve was first established for the FY90 Budget Year by Ordinance 1989-22, and then established by Charter Amendment (effective November, 1989), to provide a mechanism to annually save for the replacement of capital items that are exceptionally costly and/or which are purchased relatively infrequently so that, at the time the item is scheduled for replacement, adequate funds are available to purchase the item. Council “endowed” the beginning balance of the Reserve with \$287,019 for FY90.

The criteria required inclusion of items in the Equipment Replacement Reserve are those items with a present cost of .5% of budgeted revenue. Inclusion of lesser value items is optional. The annual contribution to this Reserve was appropriated at \$66,349 for the first year. Funds not required to meet current obligations are invested. Interest earned on this reserve accrue to the reserve annually.

Recent Fund History

Recent contributions to this Reserve have been:

FY93	\$ 67,687	General fund contribution
FY94	\$ 67,687	General fund contribution
FY95	\$ 72,798	General fund contribution
FY96	\$570,340	One time reallocation from the Emergency Reserve, significantly increasing the number of items which can be covered by this reserve
FY97	0	FY96 reallocation from Emergency Reserve is sufficient for FY97
FY98-FY99	0	
FY00-FY02	\$80,000	General fund contribution per year
FY03	\$100,000	General fund contribution

Policies

Capital equipment and building components with an original cost of at least 0.50% of the total revenues in the annual City budget, without any restriction on the estimated useful life, must be covered by the Equipment Replacement Reserve; items costing less than .5% of budgeted revenue may be included in the fund.

In establishing the Equipment Replacement Reserve, an estimate of the total **consumed** value of each item (based on years of useful life in service, including 1989, and the 1989 estimated replacement value) was allocated from the existing unreserved fund balances for FY90.

Each year, starting with 1990, additional (appropriated) funds are placed into the Equipment Replacement Reserve as follows:

- For equipment in service in 1989, the amount of the 1989 replacement cost was divided by the useful life of the item and that figure was used for the FY90 reserve appropriation;
- For equipment purchased in FY91 and beyond, the actual cost was divided by the useful life of the item;
- For all equipment, annual payments will be made to the reserve for as many years as the estimated life of the item, regardless of when it is actually replaced (except that if the item is replaced prior to the end of its useful life, no additional payments will be made).
- Interest on the Equipment Replacement Reserve will accumulate in the Reserve to offset increases in replacement cost of equipment.
- The revenue source for replacement of items covered by the Equipment Replacement Reserve shall be the reserve, no general tax revenues nor other sources of funds. If replacement costs are exceptionally high compared to original cost, if replacement also includes significant enhancement of the equipment, funds from other sources (primarily general tax revenues) may be necessary to supplement the amount in the Equipment Replacement Reserve.
- When Reserve equipment is replaced and the item costs less than the funds accrued for it, the actual cost will be debited from the Reserve (any balance may be reallocated back to the fund as part of the annual contribution to the fund).

The FY03 Equipment Replacement Reserve table on the following pages outlines those items for which replacement funds are being set aside. The FY03 Capital budget lists those items which will be replaced through this reserve fund during FY03.

Emergency Reserve Fund

Explanation of Fund

The Emergency Reserve was first established by Budget Ordinance 1989-22 and then by Charter Amendment (effective November, 1989) to provide a reserve to cover operating or capital emergencies that could arise. Interest earned on this reserve is credited to the Reserve. Charter Resolution 1995-16, effective for FY96, changed the allocation of the Emergency Reserve to a minimum of \$250,000 with a requirement that the amount of the reserve to be tied to increases in the Consumer Price Index. This Charter amendment changed the previous practice of maintaining the reserve at 8.5% of annual revenues, and allowed \$570,350 to be transferred to the Equipment Replacement Reserve to add equipment items and facility improvements for future years.

Policies

1. Funds may be drawn from this Reserve only upon a finding by the City Council that an emergency exists.
2. "Emergency" is defined as actions necessary for the preservation or protection of property or the health, safety or welfare of persons, or actions necessary to perform essential governmental functions.
3. The Emergency Reserve shall be maintained at a level of \$250,000 plus increases tied to increases in the Consumer Price Index.
4. If necessary, each year beginning with FY91, appropriations to the Emergency Reserve shall be made to maintain the Reserve at the required level.
5. Interest earned on the Reserve is to be credited to the Reserve.

Interest of Fund Earnings

FY94: \$25,602.	FY99: \$ 3,455.
FY95: \$44,144.	FY00: \$ 6,462.
FY96: \$ 6,250.	FY01: \$ 8,272.
FY97: \$ 6,919.	FY02: \$11,360.
FY98: \$ 2,632.	FY03: \$ 9,451.

Storm Water Management

Program Cost: \$419,500

MISSION: For the benefit of the community and surrounding neighborhoods, in order to prevent flooding, prevent hazardous conditions and preserve waterways and green spaces we will maintain the storm water system and design new systems to handle storm water runoff.

PROGRAM DESCRIPTION: The Department of Public Works is responsible for maintenance and repair of a network of storm drainage facilities for the disposal of storm and surface water runoff in compliance with State and Federal Standards. This includes maintenance and repair of storm drains, catch basins, channels, and ditches.

CLIENT BENEFITS/IMPACTS

INDICATORS

Minimize chance of storm damage to public/private property	# of ponding/icing conditions from standing water # of occurrences of flooding conditions
Reasonable stormwater utility fee	\$28.68/single family resident or \$28.68/1226 sq. ft. of impervious surface

WORK PROCESS OUTPUTS

INDICATORS

	FY02	FY03	FY04
I. Storm drain system maintained:			
Cleaning & TV inspection (Sub-basin)	A	B & D	C
# of catch basins repaired/replaced	11	7	4
# of catch basins cleaned	310	233	255
# of linear feet of pipe cleaned	10,175	10,500	13,500
# of linear feet of pipe replaced/new	340	150	200
# of emergency calls for cleaning	2	2	2
II. Storm Water Permits reviewed:			
# of permits reviewed	5	5	8

STRATEGIC OUTCOMES

Strategic outcomes include the protection of the public health, the environment and public and private property. Indicators that we are achieving these strategic outcomes include:

- # of incidences use of recreational facilities are limited due to storm water
- # of citations from EPA and/or MDE for storm water violations

The Storm Water Management Division is currently working with Montgomery County and MDE to develop "Notice of Intent" required for NPDES Phase II permit to meet the minimum standards for stormwater management associated with EPA's Clean Water Act. In addition, we are planning to work in conjunction with Friends of Sligo Creek, Maryland Department of Environment, Montgomery County Section of Maryland National Capital Parks and Planning Commission, and Montgomery County Watershed Protection Branch to clean up Long Branch and Sligo Creek.

REVENUES

A revenue base of \$28.68/1226 sq. ft. of impervious surface (as the average residential unit) has been set and adopted by the Storm Water Board. The FY04 revenue estimates for the storm water budget are \$216,500. A total of \$200,000 is generated from the storm water utility fees along with an estimated \$2000 from permit fees. The additional \$17,500 is from Stormwater assessments and interest.

EXPENDITURES

Cleaning and TV inspection efforts will be focused on Sub-basin C. The \$76,500 capital allocation will be spent as follows:

Installation of a drain system on/for Cleveland Avenue (was placed on hold pending SHA approval), improvement to the Davis Avenue, City Building, and Elm drain problems (depending on funding) and repair of failed systems through out the City.

Storm Drain Inventory

Sub-basin A	10,175 linear feet of pipe, 310 catch basins
Sub-basin B	8,000 linear feet of pipe, 180 catch basins
Sub-basin C	13,500 linear feet of pipe, 255 catch basins
Sub-basin D	2,500 linear feet of pipe, 53 catch basins

Total	34,175 linear feet of pipe, 788 catch basins
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FY04 COUNCIL GOALS

FY04 Council Goals - Proposed Non-Departmental Expenditures

Affordable Housing

\$20,000 Capacity Building (AH-10)
\$5,000 Landlord Certification video (AH-11)

Broadening City Involvement

\$10,000 Community Organizer funds, down from \$20,000 (BI-3)
\$4,000 Community Leadership scholarship fund (BI-8)
\$20,000 Web Improvements/Communications (BI-4, BI-9, BI-10, BI-11, BI-13)
\$1,000 Film Fest (BI-7)
\$10,000 Citizen survey (BI-16)

City Image

\$15,000 Enhanced commercial area litter control (CI-6)
\$5,000 Traffic engineering services for Safe Roadways Committee (CI-10)

Community Center / Youth Opportunities

\$9,000 Recreation events in neighborhoods (CY-6)

Community Oriented Policing

No figures available yet

Economic Development

\$5,000 Resource handbook/marketing materials (ED-15)
\$20,000 Gateway / Wayfinder sign construction/installation (ED-18)
\$25,000 City's share of Main Street Program (ED-19)

Total: \$149,000

GOAL: AFFORDABLE HOUSING / CODE ENFORCEMENT

Focus on increasing affordable home ownership opportunities for city residents, maximizing use of available funding and staff resources at the county, state, and federal level, and preserving the quality of existing housing by more effective enforcement of housing codes.

Objectives Completed or No Longer To Be On Workplan Through June 2004

Objective AH-1	Housing Lottery
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	N/A
Project Completed?	No - To be considered at a future time
If Not Completed, Why Is No Longer on Workplan	Feasibility of project to be evaluated during annual review of Affordable Housing Policy and Action Plan

Objective AH-2	Individual Development Accounts
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	N/A
Project Completed?	No - To be considered at a future time
If Not Completed, Why Is No Longer on Workplan	Feasibility of project to be evaluated during annual review of Affordable Housing Policy and Action Plan

Objective AH-3	Purchase of Vacant Residential Properties
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	N/A
Project Completed?	No - To be considered at a future time
If Not Completed, Why Is No Longer on Workplan	Feasibility of project to be evaluated during annual review of Affordable Housing Policy and Action Plan

Objective AH-4	Housing Rehabilitation Grant Program
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	N/A
Project Completed?	No - To be considered at a future time
If Not Completed, Why Is No Longer on Workplan	Feasibility of project to be evaluated during annual review of Affordable Housing Policy and Action Plan

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective AH-5	Affordable Housing Policy and Action Plan
Staff Responsible	Linda Walker
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Policy and Action Plan Adopted by City Council in July 2003
Cost of Project To Date	450 staff hours
Cost to Complete Project	Will vary depending upon initiative
Source of Funds	City General Fund Affordable Housing Reserve
Comments	Plan is to be reviewed by Council on an annual basis with individual initiatives to be incorporated into staff workplans as appropriate. Grant opportunities to be pursued to offset project costs.

Objective AH-6	Opportunity to Purchase
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Staff Responsible	Linda Walker
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	215 staff hours plus cost of community organizer
Cost to Complete Project	\$5,000 for grants to tenants to offset cost of required surveys, attorney fees, etc. Budgeted in FY03.
Source of Funds	City General Fund Affordable Housing Reserve
Comments	See proposed new initiatives for FY04

Objective AH-7	Homebuyer Workshops - Housing Fair
Staff Responsible	Linda Walker
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	40 staff hours
Cost to Complete Project	\$5,000 for marketing and workshop materials budgeted in FY03 Estimated 150 staff hours
Source of Funds	City General Fund
Comments	Staff participated in annual Montgomery County Housing Fair. Homeownership workshops to be offered in Spring 2003.

Objective AH-8	Housing Resource Handbook
Staff Responsible	Linda Walker

Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	30 staff hours
Cost to Complete Project	\$2,000 for associated translation and publication costs
Source of Funds	City General Fund - proposed for FY04 Budget
Comments	Project to be expanded to include professionally developed informational materials targeted to Takoma Park residents. Project will be considered along with other communications products and, if possible to do in FY04, will be paid from funds for communications efforts.

Objective AH-9	Oversight of Inspections Process
Staff Responsible	Sara Anne Daines
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	300 staff hours
Cost to Complete Project	\$80,000 - Annual Fee for Services (Contract with County)
Source of Funds	City General Fund Rental Housing License Fees
Comments	Responsibility incorporated into Memorandum of Agreement for Rental Housing Inspection Services with Montgomery County Department of Housing and Community Affairs. Project includes monitoring of County inspections.

Proposed New Objectives for FY04

Objective AH-10	Capacity Building for Tenant and Neighborhood Associations
Staff Responsible	Linda Walker
What is Timeline of Project?	July 2004
Cost of Project	\$20,000 - Consultant / Trainer Fees Minimum of 520 staff hours
Source of Funds	City General Fund - Proposed for FY04 May be offset by Community Development Block Grant Funds
Comments	<p>Initiative proposed to encourage creation of new tenant associations and to provide residents with the resources needed to sustain the organization. Proposal intended to support ongoing efforts to encourage purchase of rental facilities by tenants.</p> <p>Initiative offered in lieu of more general community organizing efforts undertaken by City in FY03.</p>

Objective AH-11	Landlord Certification Program
Staff Responsible	Sara Anne Daines
What is Timeline of Project?	December 2003
Cost of Project	\$5,000 - Video Production / Materials
Source of Funds	City General Fund - Proposed for FY04 Budget
Comments	Certification Program required by Ordinance

GOAL: BROADENING CITIZEN INVOLVEMENT

A. To increase community participation in city activities of groups that have not traditionally been involved. Increasing the participation in city activities of groups that have not traditionally participated. Includes contracting with community organizer to bring information on city services to the homes of those who do not usually participate in city activities, holding open houses for members of groups that have not traditionally participated in city activities, and providing information and access to services in languages other than English.

Objectives Completed or No Longer To Be On Workplan Through June 2004

Objective BI-1	Citywide Program to Celebrate Black History Month
Staff Responsible	No staff assignment made.
Cost of Project / Source of Funds	Was estimated at \$2000, with unknown estimate of staff time
Project Completed?	No.
If Not Completed, Why is No Longer on Workplan	Program to be put on hold until Community Center completed. (Will continue to hold Martin Luther King Day events.)

Objective BI-2	Hold Open House Programs for various cultural groups residing in the City
Staff Responsible	Ivy Thompson (if program to continue)
Cost of Project / Source of Funds	Approximately \$13,000; estimated 250 staff hours.
Project Completed?	Two Open Houses (Asian Pacific American and Hispanic) were held in FY01 and FY02.
If Not Completed, Why is No Longer on Workplan	Costs in both money and staff time were much higher than anticipated, and number of attendees was low. Holding such events at City Hall will not be possible during Community Center construction. Staff will look at possibilities of neighborhood events in conjunction with other activities during the next two years.

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective BI-3	Hire Community and Neighborhood Organizer
Staff Responsible	Ivy Thompson
Has Objective Become Part of Department Mission?	Yes. Progressive Maryland provided community organizing and outreach support through February 2003. Current program under evaluation with several options under consideration for implementation. Discussions are taking place with Casa de Maryland regarding community outreach to Spanish speaking residents for remaining part of FY03.
If Not, What is Timeline of Project?	This project is ongoing and will be restructured to help accomplish goals associated with broadening citizen involvement and affordable housing.
% of Project Accomplished	Ongoing
Cost of Project To Date	\$40,000 had been allotted per year; 520 staff hours annually
Cost to Complete Project	\$10,000 for this portion of the community organizing work. This is an ongoing outreach effort.
Source of Funds	City General Funds and CDBG Funds
Comments	Please see new initiatives proposed for FY04 as described in Affordable Housing/Code Enforcement, especially Objective AH-10, Capacity Building for Tenant and Neighborhood Associations, which has an additional \$20,000 allocated for community organizing work.

Objective BI-4	Increase efforts of disseminating city information and opportunities in additional languages other than English via cable, web, and newsletter.
Staff Responsible	Lonni Moffet
Has Objective Become Part of Department Mission?	No, is to be investigated.
If Not, What is Timeline of Project?	To be determined as part of Centralized Communications Plan.

% of Project Accomplished	Some language translation (usually into Spanish) has been done in some departments, but systematic approach to translation into other languages has not been developed. The Web page has machine translation available, the Newsletter has one or two articles in Spanish, Cable has some bulletin boards in Spanish, and some segments on the Cable program Snapshots are in Spanish.
Cost of Project To Date	\$2,000-3,000. Cost of all efforts to date are unknown because some of the costs have been incorporated into departmental budgets. The translating contractor costs are \$165/1000 words.
Cost to Complete Project	\$2,000 - \$3,000 annually, but is to come from \$20,000 related to new communications efforts (see BI-15).
Source of Funds	City General Funds
Comments	

Objective BI-5	Library initiatives addressing needs of non-English speaking population through material acquisition and public programs
Staff Responsible	Ellen Arnold Robbins, Jillian Hershberger
Has Objective Become Part of Department Mission?	Yes - integrated as on-going evolving programs.
If Not, What is Timeline of Project?	On-going
% of Project Accomplished	This is a continuing project.
Cost of Project To Date	Absorbed in currently budgeted staff hours, book and processing costs, with some occasional supplementary funds from FTPML for performers and bi-lingual children's books.
Cost to Complete Project	See above
Source of Funds	Library budget and FTPML
Comments	Includes Spanish programs for children (scheduled for April of FY03) and children's books that are bi-lingual or in languages other than English, periodicals for adults in Spanish and French, and world music from Africa and South America. Spanish books for adults to be explored/purchased in FY04.

Objective BI-6	English as a second language program
Staff Responsible	Ellen Arnold Robbins
Has Objective Become Part of Department Mission?	Yes.
If Not, What is Timeline of Project?	
% of Project Accomplished	On-going since Fall 2002 in Library. Currently in second series.
Cost of Project To Date	10 hours or less of City staff time annually. Carol Sweig volunteers her time and FTPML donates support materials.
Cost to Complete Project	10 hours or less of City staff time annually.
Source of Funds	Volunteer time and Friends of the Takoma Park Maryland Library
Comments	This has evolved as a collaborative effort between the Library (which volunteers space and helps with registration and publicity) and the ESL instructor Carol Sweig, with support from FTPML. (Note: This objective was originally to be a program with CUC, but they did not receive the anticipated grant.)

Objective BI-7	Film Festival
Staff Responsible	Library (Robbins, Hershberger) in conjunction with CUC and others.
Has Objective Become Part of Department Mission?	This is being explored. It may be in the future.
If Not, What is Timeline of Project?	First festival was completed in November 2002
% of Project Accomplished	See above.
Cost of Project To Date	\$2000 estimated cost-shared by Library and CUC - includes costs of equipment rental, publicity and reception. 80 hours of City staff time

Cost to Complete Project	\$1000 City funds and 80 hours of City staff time annually
Source of Funds	Library budget, CUC, donations from FTPML and individuals
Comments	Many individuals shared the burden of this very ambitious and labor-intensive undertaking, and a collaborative decision needs to be made regarding continuation of this event. Discussion is planned.

Proposed New Objectives for FY04

Objective BI-8	Community Leadership Scholarship Program
Staff Responsible	Ivy Thompson
What is Timeline of Project?	FY04
Cost of Project	Estimated \$2,000 per participant - Maximum of \$4,000
Source of Funds	City General Funds
Comments	Proposal provides for City sponsorship of one or two residents to participate in the community leadership program offered by Impact Silver Spring. Impact Silver Spring is a local non-profit organization whose goal is to ensure that “every corner of our population is equipped with the ability to operate effectively – in government, workplace and neighborhood – across lines of culture, ethnicity, and income.” Participants would be encouraged to become more actively involved in the community through one of the Council’s committees and taskforces or one of the local neighborhood associations, etc.

B. Develop a centralized communications approach which will coordinate use of existing communication resources and developing technologies to enhance all City interactions. *(Note: This is a revised description of this Goal component.)*

Objectives Completed or No Longer To Be On Workplan Through June 2004

None.

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective BI-9	Implement machine translation of web pages into different languages.
Staff Responsible	Lonni Moffet
Has Objective Become Part of Department Mission?	Yes - will be on-going as a City effort.
If Not, What is Timeline of Project?	
% of Project Accomplished	Completed and on-going
Cost of Project To Date	\$1000 per year for subscription (negligible staff time)
Cost to Complete Project	\$1000 / year; to come from \$20,000 for new communications efforts (see BI-15)
Source of Funds	City General Funds.
Comments	Provides information access for non-English speaking population.

Objective BI-10	Investigate and pursue alternative ways of transmitting information on Cable and/or web.
Staff Responsible	Lonni Moffet
Has Objective Become Part of Department Mission?	No; components of Centralized Communications Plan to be determined.
If Not, What is Timeline of Project?	New bulletin board software and hardware equipment and with digital server and playback enhancements are being identified and priced along with costs for installation. Plan is to have all equipment purchased this FY.
% of Project Accomplished	Research, engineering review, planning and preparation are completed.
Cost of Project To Date	No City funds; approx. \$ 2500 in County funds; 60 hours of City staff time. Engineering review to assure compatibility was subsidized by PEG Network (County funds).
Cost to Complete Project	Equipment and software are estimated at \$12,000; seeking costs for engineering/installation at this time (est. \$ 5,000 to \$ 8,000).

Source of Funds	Cable Capital Equipment Fund; some engineering assistance funds may be available through PEG Network (request to be made)
Comments	Other technological improvements are still under investigation (i.e., web streaming of cable channel). Web improvements addressed under separate item.

Objective BI-11	Establish City sponsored e-mail/announcement list serve providers.
Staff Responsible	Lonni Moffet
Has Objective Become Part of Department Mission?	Not yet; likely to be included in Centralized Communications Plan.
If Not, What is Timeline of Project?	To be determined as part of Centralized Communications Plan.
% of Project Accomplished	R. Brown has researched costs of announcement lists.
Cost of Project To Date	10 hours of staff time
Cost to Complete Project	Approx. \$100-set-up; \$100/yr. Depending on scope of list serve, staff time to be from 50 to 250 hours per year. Funds to come from \$20,000 for new communications efforts (see BI-15).
Source of Funds	City General Funds
Comments	Not difficult to set up, but unresolved issues are operational - who will do it and how will it be run and who will be responsible on a continuing basis. This project will be implemented FY04 as part of Centralized Communication project.

Objective BI-12	Each department/team leader will identify a Communications Liaison who will coordinate the flow of information to Cable and the City's website on a monthly basis.
Staff Responsible	Lonni Moffet
Has Objective Become Part of Department Mission?	Not yet. Likely to be included in Centralized Communications Plan.
If Not, What is Timeline of Project?	Communications Liaisons will be identified by the end of FY03

% of Project Accomplished	50%
Cost of Project To Date	40 hours of staff time in TechPIT (technology team) meetings so far
Cost to Complete Project	150 hours of staff time, annually
Source of Funds	City General Funds
Comments	Will be incorporated into Centralized Communication Plan. Time spent on this project is part of larger TechPIT meetings with all departments for website overhaul.

Objective BI-13	Evaluate most effective way to update and manage the City's webpage to ensure it presents the City in best and most user-friendly way as technology, needs and issues change.
Staff Responsible	Lonni Moffet in conjunction with TechPIT (staff technology team)
Has Objective Become Part of Department Mission?	No. Components of Centralized Communications Plan to be determined.
If Not, What is Timeline of Project?	Team is developing recommendations for probable implementation in FY04
% of Project Accomplished	10%
Cost of Project To Date	40 hours of staff time
Cost to Complete Project	To be determined. Rebuilding of Web page could cost \$10,000 with an outside vendor; regular maintenance may be done by staff with some outside assistance. Funds to come from \$20,000 for new communications efforts (see BI-15).
Source of Funds	City General Funds
Comments	This objective includes ensuring that adequate server space is available to meet needs (previously a separate objective).

Objective BI-14	Investigate and implement the posting of Council agenda items on the web via e-mail and the server
Staff Responsible	Lonni Moffet, Cathy Waters

Has Objective Become Part of Department Mission?	No. Components of the Centralized Communications Plan to be determined. Posting of Council agendas has become part of the department mission, however, and will continue.
If Not, What is Timeline of Project?	To be determined; next step is to post agenda item blue (cover) page.
% of Project Accomplished	Council Agendas are on the web and are distributed to an email list weekly by City Clerk's office
Cost of Project To Date	Staff time to set up and to post full agenda packets has not yet been estimated. Once set up, will likely require approx. 25 hours of staff time annually.
Cost to Complete Project	To be determined. Funds to come from \$20,000 for new communications efforts (see BI-15).
Source of Funds	To be determined.
Comments	Web page overhaul project will address this; operational issues exist regarding availability of all packet items electronically; these issues are being worked out.

Proposed New Objectives for FY04

Objective BI-15	Create a Communications Office to oversee and coordinate internal and external communications of the City.
Staff Responsible	Rick Finn, Lonni Moffet
What is Timeline of Project?	To be implemented July 1, 2003.
Cost of Project	\$60,000 in reallocated staff funds and \$20,000 for Web site improvements and preparation and initial implementation of a Centralized Communications Plan.
Source of Funds	City General Funds and reallocation of funds from other City departments/offices
Comments	The communications office would have oversight of cable, Newsletter and Webpages and proposed City e-mail announcement list. Additional areas will include city presentations in all forms (including translations): flyers, memos, brochures, etc. First year activities will be planning and set up, incorporating many of the tasks identified in the existing objectives (above). Internal communications and technology use will be part of this project.

Objective BI-16	Undertake a citizen survey to gauge level of citizen satisfaction with community and City services.
Staff Responsible	Suzanne Ludlow
What is Timeline of Project?	Currently investigating survey options, methods of reaching various segments of community. Goal is to do survey in January 2004.
Cost of Project	Depends on survey method and options chosen. Cost of ICMA's National Citizen Survey is about \$10,000. Staff time estimated to be 50 hours.
Source of Funds	City General Funds
Comments	

GOAL: CITY IMAGE / PRESERVING CITY ASSETS

Includes repairing and maintaining city streets and storm water systems, maintaining city parks, keeping rights-of-way free of trash and graffiti, working with other levels of government on improving rights-of-way under their control, improving signage, upgrading the appearance of commercial areas and commercial buildings, and ensuring that street design encourages traffic calming and pedestrian safety. Includes promoting energy efficiency and reducing greenhouse gas emissions, preserving open space, and protecting the urban forest. Also includes developing new funding opportunities.

Objectives Completed or No Longer To Be On Workplan Through June 2004

None.

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective CI-1	Evaluate and rate condition of City streets
Staff Responsible	Alfred Lott
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	As a result of discussion with Council, staff will be advertising for a contractor to scientifically evaluate and rate the condition of City streets. Advertisement to be published on 3/01/03; it will take approximately one month to hire a contractor and five months to complete project. Target completion date: August 30, 2003.
% of Project Accomplished	5 % of project with contractor
Cost of Project To Date	\$ 400; 40 hours staff time
Cost to Complete Project	\$ 45,000 est.; 20 hours staff time
Source of Funds	City General Funds
Comments	
Objective CI-2	Undertake preventative maintenance program for streets.
Staff Responsible	Alfred Lott

Has Objective Become Part of Department Mission?	Will be part of the department mission. Work begins in April 2003. It will involve crack sealing, slurry sealing or patching recently restored streets.
If Not, What is Timeline of Project?	
% of Project Accomplished	0 %
Cost of Project To Date	40 hours of staff time
Cost to Complete Project	To cost \$100,000 annually.
Source of Funds	City General Funds
Comments	

Objective CI-3	Prepare, adopt and implement multi-year street resurfacing program
Staff Responsible	Alfred Lott
Has Objective Become Part of Department Mission?	No, but would be if program adopted.
If Not, What is Timeline of Project?	To be included in adoption of FY04 budget and CIP, Spring 2003.
% of Project Accomplished	35 %. Discussions have been held; awaiting final budget action.
Cost of Project To Date	120 hours staff time
Cost to Complete Project	Project could cost as much as 6 million dollars over time. Program will also depend on the \$45,000 consultant street rating project in Objective CI-1. Presently we are participating in a two phased partnership with WSSC for water main repair and street restoration. In phase one the City spent \$300, 000 and WSSC spent \$240,000. In phase two the City will spend \$400,000 and WSSC will spend \$180, 000. This partnership and related street restorations will be completed by the end of FY 2003.
Source of Funds	City General Funds and WSSC
Comments	

Objective CI-4	Develop comprehensive sidewalk installation program with various funding options for presentation to Council.
Staff Responsible	Alfred Lott
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	Criteria and list of street has been submitted to City Manager for review; after review, information will be presented to Council for discussion. This project should be presented to Council by mid-April 2003.
% of Project Accomplished	80 %
Cost of Project To Date	10 staff hours
Cost to Complete Project	Estimated 20 more staff hours before adoption of plan by Council. Council to discuss funding options for sidewalk installation.
Source of Funds	No funds budgeted for the program at this time.
Comments	

Objective CI-5	Develop program to address poor maintenance of State rights-of-way (sidewalks, curbs and medians) on highly traveled routes within Takoma Park.
Staff Responsible	Alfred Lott
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	Staff has been negotiating with the Maryland State Highway Administration for an MOU to receive State funds to help maintain State ROW. A decision is likely to be made by end of March. However, it is now unlikely that any State funds will be available, so a revised project and time line will need to be discussed as part of the budget process through June 2003. SHA will respond to the City in writing regarding this issue.
% of Project Accomplished	90 % of the process of developing the MOU has been completed.
Cost of Project To Date	30 staff hours

Cost to Complete Project	City had been asking SHA to provide \$35,000 and City to match that amount for a total annual expenditure of \$70,000 and 40 hours staff time. Funds and staff time to maintain State ROW if no State funds are available will need to be discussed as part of the City budget process.
Source of Funds	SHA and/or City General Funds
Comments	Areas of particular concern are vegetation growing in sidewalk cracks and crumbling curbs.

Objective CI-6	Commercial area litter control (CDA to share cost of seasonal employee for maintenance)
Staff Responsible	David Miller
Has Objective Become Part of Department Mission?	Yes. Has been a pilot project, but given its success, it will become part of on-going work. Goal is to expand affected area if funding is available.
If Not, What is Timeline of Project?	
% of Project Accomplished	100 % of project accomplished in past year.
Cost of Project To Date	\$10,000 with \$10,000 match from CDA.
Cost to Complete Project	If position made permanent, \$10,000 annual cost to continue. \$10,000-\$15,000 may be added to expand area of service.
Source of Funds	City General Funds and CDA funds
Comments	Employee to begin next 10-month assignment on March 1, 2003.

Objective CI-7	Energy efficiency and reducing greenhouse gas emissions
Staff Responsible	Daryl Braithwaite
Has Objective Become Part of Department Mission?	No, is a project. However bio-fuel usage has been incorporated into our mission. We use a 80-20 mix of diesel and soy in our diesel fuel.
If Not, What is Timeline of Project?	Bio-fuel program: On-going Community Center design: Completed PEPCO energy reduction program: Negotiations between Energy Task Force and PEPCO are felt to be near completion.

% of Project Accomplished	Bio-fuel program: 100 % Community Center design: 100 % PEPCO energy reduction program: unknown; depends on progress of negotiations
Cost of Project To Date	Bio-fuel program: an additional \$.40 per gallon. Community Center design: Cost included in approx. \$500,000 to be paid to architect, plus 50 hours of staff time. PEPCO energy reduction program: 40 hours staff time.
Cost to Complete Project	Bio-fuel program. In the operational budget. Annual additional cost of using bio-fuel is approximately \$10,000. Community Center design: No additional expenses above the \$500,000 identified above. PEPCO energy reduction program: to be determined
Source of Funds	Bio-fuel program: City General Fund. Community Center design: State, County and City funds PEPCO energy reduction program: City General Fund.
Comments	

Objective CI-8	Evaluate street scape and community work on Lee Avenue and prepare report to Council on extent to which efforts could be used as a model for other areas.
Staff Responsible	Suzanne Ludlow
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	Report to be prepared during April, 2003 and to be presented to City Council by June, 2003.
% of Project Accomplished	25 %. Materials for report have been gathered.
Cost of Project To Date	3 hours staff time
Cost to Complete Project	6 hours staff time
Source of Funds	n/a

Comments	
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Proposed New Objectives for FY04

Objective CI-9	Increase emphasis on installation and enhancement of traffic safety devices on City-controlled rights-of-way. Includes installation of signs, painting and repainting of crosswalks, etc. When level of service and turnaround time meets approval of Council, incorporate such level of service into departmental mission.
Staff Responsible	Alfred Lott
What is Timeline of Project?	To be determined as part of project.
Cost of Project	Budgeted amount of \$20,000
Source of Funds	City General Funds
Comments	

Objective CI-10	Work with SHA, City staff and other governmental agencies to develop safe roadways strategy, with emphasis on State-controlled roadways.
Staff Responsible	Andy Kelemen (Safe Roadways Committee), Ronald Vaughn
What is Timeline of Project?	Report to Council by December, 2003.
Cost of Project	\$5000 for traffic engineer; 150-200 hours in staff time
Source of Funds	City General Funds
Comments	

GOAL: COMMUNITY-ORIENTED POLICING

Includes activities currently listed under this goal, noting the emphasis on traffic enforcement and also putting an emphasis on contacts between the police and neighborhood representatives and the ongoing participation of neighborhood representatives in the evolution of community-oriented policing. Also includes developing new funding opportunities.

Objectives Completed or No Longer To Be On Workplan Through June 2004

None.

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective COP-1	Complete the process to define Community Oriented Policing, and develop the model in which to carry out the philosophy.
Staff Responsible	Chief Creamer, Rick Finn, PSCAC
Has Objective Become Part of Department Mission?	Community Policing is currently incorporated into the department's mission and vision statement.
If Not, What is Timeline of Project?	Program recommendation - April 15, 2003 Council decision - May, 2003 Program implementation - January 1, 2004
% of Project Accomplished	Development of COP Plan: approx. 50%
Cost of Project To Date	\$5,000 in consultant fees; staff time: 300 hours
Cost to Complete Project	Cost of implementation to be determined: Decision to be made by Council based on preferred level of service.
Source of Funds	City General Funds.
Comments	

GOAL: COMMUNITY CENTER / YOUTH OPPORTUNITIES

Includes completing the design of and building the new community center, insuring that the design of the community center facilitates citizen access to city services, and planning new programming (especially for youth and seniors) that will take place in the new community center and other locations. Also includes developing new funding opportunities.

Objectives Completed or No Longer To Be On Workplan Through June 2004

None.

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective CY-1	Pursue funding for construction and programming of the new Community Center
Staff Responsible	Suzanne Ludlow
Has Objective Become Part of Department Mission?	No, this is a project.
If Not, What is Timeline of Project?	Depending upon how long the project takes, this may be a 2-5 year project.
% of Project Accomplished	40%
Cost of Project To Date	750 hours staff time; approx. \$15,000 in brochures, drawings, luncheons, event expenses, etc.
Cost to Complete Project	500 hours staff time annually
Source of Funds	General Fund
Comments	

Objective CY-2	Initiate private fundraising activities (such as “Buy a Brick”)
Staff Responsible	Howard Kohn (Recreation Committee), Linda McKenzie (processing/accounting)

Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	2-3 years
% of Project Accomplished	1 %
Cost of Project To Date	\$0
Cost to Complete Project	If a professional fundraiser/consultant is hired (for 20 hours/ week), there may be an initial cost to the city. This could, however, be offset by the funds that are raised.
Source of Funds	Private donations
Comments	

Objective CY-3	Oversee design/construction of Community Center. Continue operations through construction process.
Staff Responsible	Debra Haiduven Venita George Architects
Has Objective Become Part of Department Mission?	No
If Not, What is Timeline of Project?	Depending upon how long the project takes, this may be a 2-5 year endeavor.
% of Project Accomplished	100% of the design is complete. Construction will begin in March or April, 2003.
Cost of Project To Date	\$450,000; estimated staff time: 2000 hours
Cost to Complete Project	\$7,000,000 for the approved portions of the project. Cost is higher for additional features. Annual estimated staff hours: 3000
Source of Funds	Federal, state, county, city, private.
Comments	

Objective CY-4	Initiate partnerships with community organizations and institutions to maximize resources and expand programming options.
Staff Responsible	Debra Haiduven
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	
% of Project Accomplished	Partnerships to date: CUC, VFW, TP Family Resource Center, Police Dept., MCPS, MC Recreation Department, TP Artist Guild, Montgomery Blair High School, Youth Sports Leagues.
Cost of Project To Date	Staff time: 150 hours
Cost to Complete Project	Annual estimated staff time: 350 hours
Source of Funds	General Fund
Comments	As the Community Center comes on line, it is expected that the number of partnerships will grow exponentially.

Objective CY-5	Expand after school programs
Staff Responsible	Debra Haiduven
Has Objective Become Part of Department Mission?	Yes.
If Not, What is Timeline of Project?	
% of Project Accomplished	New programs this year are too numerous to mention. Hots Spots initiative has enabled the Kidzcity program to thrive, After School program has been revitalized, Summer Camps are expanded to include teenagers, senior citizen program has been initiated.
Cost of Project To Date	\$200,000 plus 3000 staff hours
Cost to Complete Project	Level funding of Recreation Department current budget and grant renewals.
Source of Funds	General Fund, Hot Spots Grant, After School Program Grant

Comments	Number of children participating in all after school programs has grown significantly.
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Proposed New Objectives for FY04

Objective CY-6	Expand Recreation Outreach to All Neighborhoods in the City
Staff Responsible	Debra Haiduven
What is Timeline of Project?	2 years
Cost of Project	500 hours of staff time and \$15,000/year
Source of Funds	General Fund (\$9,000), private contributions, grants
Comments	The Recreation Department will host neighborhood special events in all 6 wards over a two year period. The goal is to meet residents, promote existing recreation department programs and improve community relations.

GOAL: ECONOMIC DEVELOPMENT

Focus on more proactive initiatives to maintain the economic vitality of Takoma Park's commercial districts, encourage smart growth development, support transportation enhancements, and increase the local property tax base, while maintaining the character of the community.

Objectives Completed or No Longer To Be On Workplan Through June 2004

Objective ED-1	Business Retention and Expansion Project
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	City General Fund - \$15,000
Project Completed?	No
If Not Completed, Why Is No Longer on Workplan	Project found to be redundant given existing planning efforts being underway in targeted areas

Objective ED-2	Develop design standards for streetscapes and gateways.
Staff Responsible	Community Development
Cost of Project / Source of Funds	Staff cost and cost of possible consultant, source of funds unknown, but had hoped to capitalize on SHA planning
Project Completed?	No
If Not Completed, Why Is No Longer on Workplan	Project not able to be undertaken due to cutbacks in SHA concept planning work, lack of staff capacity, and lack of funds for consultant. Some aspects to be accomplished in Objectives for Gateway / Wayfinder Project.

Objective ED-3	Code Enforcement - Sector Enforcement
Staff Responsible	Sara Anne Daines
Cost of Project / Source of Funds	City General Fund - Estimated 4,160 staff hours
Project Completed?	Yes
If Not Completed, Why Is No Longer on Workplan	N/A

Objective ED-4	Volunteer Clean-up Initiative
Staff Responsible	Code Enforcement
Cost of Project / Source of Funds	City General Funds
Project Completed?	No
If Not Completed, Why Is No Longer on Workplan	Limited staff capacity to develop, implement, and monitor program

Objectives That Have Been Incorporated Into Departmental Missions Or That Will Be On Workplans During FY03 and FY04

Objectives that will be on FY04 workplans are titled in bold.

Objective ED-5	Gateway / Wayfinder Sign System Project - Phase I
Staff Responsible	Rob Inerfeld, Ron Vaughn
Has Objective Become Part of Department Mission?	No
If Not, What is Timeline of Project?	Request for Proposals for design work is under development. Contractor to be hired by June 2003. Target completion date for design work and community process is June 2004.
% of Project Accomplished	5 %
Cost of Project To Date	\$ 0
Cost to Complete Project	\$ 30,000 / Minimum of 500 staff hours
Source of Funds	City General Fund - \$30,000 budgeted in FY03
Comments	
Objective ED-6	Flower - Piney Branch Parking Facility / Streetscape
Staff Responsible	Sara Anne Daines, Rob Inerfeld
Has Objective Become Part of Department Mission?	No, is a project.

If Not, What is Timeline of Project?	Property has been acquired. Conceptual design work for streetscape has been completed. Request for bids for demolition of buildings by Public Works is under development. Neighborhood meetings to be scheduled. Target completion date is June 2004.
% of Project Accomplished	40 %
Cost of Project To Date	\$ 325,000; 180 staff hours
Cost to Complete Project	\$ 200,000 - Minimum of 600 staff hours
Source of Funds	Community Legacy Funds - \$ 75,000 Montgomery County Grant - \$ 375,000
Comments	

Objective ED-7	Old Town Parking Garage - Phase I
Staff Responsible	Sara Anne Daines, Rob Inerfeld, Peter Fogec
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	Transportation / Parking Study to be completed in May, 2003. Request for proposals for design work is under development. Target completion date for design work is October, 2003.
% of Project Accomplished	50 %
Cost of Project To Date	\$ 55,000; 100 staff hours
Cost to Complete Project	\$ 45,000 - Estimated 600 staff hours
Source of Funds	Community Legacy Funds - \$100,000
Comments	

Objective ED-8	Work with local business organizations
Staff Responsible	Sara Anne Daines, Peter Fogec

Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	N/A
% of Project Accomplished	Ongoing
Cost of Project To Date	800 staff hours
Cost to Complete Project	Annual staffing costs - 1560 staff hours
Source of Funds	City General Funds
Comments	Includes Takoma Langley Crossroads Development Corporation Takoma Old Town Business Association Long Branch Initiative

Objective ED-9	Implementation of Facade Program
Staff Responsible	Sara Anne Daines
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	Estimated 180 staff hours
Cost to Complete Project	Annual staffing costs - 240 staff hours Facade Advisory Board 1040 staff hours code enforcement
Source of Funds	City General Funds
Comments	N/A

Objective ED-10	Code Enforcement - Technology Project
Staff Responsible	Sara Anne Daines

Has Objective Become Part of Department Mission?	No, is project. However, use of technology will become a regular tool for on-going activities.
If Not, What is Timeline of Project?	Software has been purchased and installed. Data transfer is in progress. Required training is underway. Target completion date: July, 2003
% of Project Accomplished	75 %
Cost of Project To Date	\$ 50,000 for purchase of software, installation and training
Cost to Complete Project	\$ 0
Source of Funds	City General Funds - Budgeted in FY03
Comments	

Objective ED-11	Community Awareness - Property Maintenance Code
Staff Responsible	Sara Anne Daines
Has Objective Become Part of Department Mission?	No, is a project.
If Not, What is Timeline of Project?	Video to be completed by July 2003.
% of Project Accomplished	5%
Cost of Project To Date	\$ 0
Cost to Complete Project	\$ 5,000
Source of Funds	City General Fund - Budgeted in FY03
Comments	

Objective ED-12	Commercial Property Maintenance Program
Staff Responsible	Sara Anne Daines
Has Objective Become Part of Department Mission?	Yes

If Not, What is Timeline of Project?	Ongoing
% of Project Accomplished	Ongoing
Cost of Project To Date	Recodification - 80 staff hours
Cost to Complete Project	Annual staffing costs - 1760 staff hours
Source of Funds	City General Funds
Comments	Commercial License and Property Maintenance Codes adopted. Database completed.

Objective ED-13	Transportation Related Projects - Coordinate and Monitor
Staff Responsible	Suzanne Ludlow, Rob Inerfeld, Ron Vaughn
Has Objective Become Part of Department Mission?	Yes

<p>If Not, What is Timeline of Project?</p>	<p>Dependent upon individual projects as noted below.</p> <p><u>Purple Line:</u> Decision to proceed with request for Federal funds to finance the project will be made by the state in mid-March. Amount of staff work is dependent on this decision.</p> <p><u>Takoma Transportation Study:</u> Study anticipated to be completed by the end of May 2003. Required follow-up will take place over the summer and possibly into the fall.</p> <p><u>Upper Carroll Avenue Improvements:</u> Bid packages for construction of the proposed improvement to be distributed this summer by SHA. Construction schedule has not been finalized. Staff to monitor construction and, if any changes are made, to assist in coordination of neighborhood meetings and communication with Council.</p> <p><u>University Boulevard Improvements:</u> Project has been eliminated from SHA work plans due to budget cuts. Staff to lobby for reinstatement of funding. If successful, staff will assist in the coordination of neighborhood meetings and communication with Council.</p> <p><u>Lower Carroll Avenue Improvements:</u> Project has been eliminated from SHA work plans due to budget cuts. Staff to lobby for reinstatement of funding. If successful, staff will assist in the coordination of neighborhood meetings and communication with Council.</p> <p><u>New Hampshire Avenue Improvements:</u> Project has been eliminated from SHA work plans due to budget cuts. Staff to lobby for reinstatement of funding. If successful, staff will assist in the coordination of neighborhood meetings and communication with Council.</p>
<p>% of Project Accomplished</p>	<p>Dependent upon individual project</p>
<p>Cost of Project To Date</p>	<p>Purple Line: Estimated 208 staff hours Upper Carroll Avenue: Estimated 175 staff hours Other Projects: 180 staff hours</p>

Cost to Complete Project	Dependent upon status of individual project. Purple Line: 400 to 500 staff hours Upper Carroll Avenue: 100 staff hours to monitor construction Other Projects: Minimum of 50 staff hours for lobbying Est. 200 staff hours per project if re-instated
Source of Funds	City General Funds
Comments	N/A

Objective ED-14	Private Development Projects - Coordinate and Monitor
Staff Responsible	Suzanne Ludlow, Sara Anne Daines, Rob Inerfeld
Has Objective Become Part of Department Mission?	Yes
If Not, What is Timeline of Project?	Dependent upon individual project
% of Project Accomplished	Dependent upon individual project
Cost of Project To Date	Dependent upon individual project, examples follow: Washington Adventist Hospital: 200 staff hours Montgomery College: 150 staff hours in FY03
Cost to Complete Project	Dependent upon status of individual project, examples follow: Development Review Process: Minimum of 1040 staff hours Washington Adventist Hospital: Minimum of 500 staff hours and consultant fees for traffic study review Takoma Metro development: 100 staff hours Montgomery College: 200 staff hours Orchard Avenue Office Building: 50 staff hours Formalization of Development Standards: 150 staff hours
Source of Funds	City General Funds

Comments	<p>Work depends on number and type of development applications submitted. Timelines within which City staff must work are usually set by County provisions.</p> <p>Additional resources may be needed if City Council requests independent analysis of impact of a proposed project (i.e. traffic study, environmental impact, economic impact study, etc.)</p> <p>Effort includes formalization of community's development standards.</p>
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Objective ED-15	Resource Handbook and Marketing Materials
Staff Responsible	Sara Anne Daines
Has Objective Become Part of Department Mission?	<p>No, is a start-up project.</p> <p>Ongoing maintenance and distribution of materials is planned to be incorporated in FY05 Workplans</p>
If Not, What is Timeline of Project?	Prepare and publish handbook and materials by June 2004.
% of Project Accomplished	25%
Cost of Project To Date	150 staff hours
Cost to Complete Project	\$ 5,000 for graphics / publication costs
Source of Funds	City General Funds - Proposed for FY04
Comments	

Proposed New Objectives for FY04

Objective ED-17	Old Town Takoma Parking Garage - Phase II
Staff Responsible	Sara Anne Daines, Rob Inerfeld
What is Timeline of Project?	Pursue funding throughout FY04
Cost of Project	Estimated 300 staff hours
Source of Funds	City General Funds

Comments	Staff would actively pursue funding sources for construction of proposed Old Town parking garage
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Objective ED-18	Gateway / Wayfinder Sign System Project - Phase II
Staff Responsible	Rob Inerfeld, Ron Vaughn
What is Timeline of Project?	Pursue funding throughout FY04
Cost of Project	\$40,000 - construction and installation of signage
Source of Funds	City General Funds - \$20,000 to be budgeted for FY04 \$20,000 to be budgeted for FY05
Comments	Staff would actively pursue alternative funding sources for proposed project.

Objective ED-19	Main Street Program - Old Town / Takoma Junction
Staff Responsible	Sara Anne Daines
What is Timeline of Project?	Three year program - timeline to be determined
Cost of Project	\$50,000 per year for three years with cost to be shared with Takoma Old Town Association
Source of Funds	City General Funds - \$25,000 proposed for FY04 Budget \$25,000 proposed for FY05 Budget \$25,000 proposed for FY06 Budget
Comments	Cost must be offset by matching funds (\$1:\$1) from business community and other sources for objective to be pursued.

Objective ED-20	Plan for Long Term Revenue Development
Staff Responsible	Suzanne Ludlow, Cathy Waters
What is Timeline of Project?	Identify and outline components of plan by August, 2003. Discuss implementation steps and phases with Council. Components which require significant staff and financial resources would be identified for future years.
Cost of Project	To be determined as part of plan. Staff hours to prepare plan components and discuss with Council: 60

Source of Funds	City General Funds
Comments	Components to be considered include long-term economic development plan, negotiation of increased revenue from Montgomery County and State of Maryland, annexation, user fees, taxes, infrastructure improvements, etc.

REVENUE HANDBOOK

(Revised July 2003)

Tax Levies and Other Revenues

Descriptions and Legal Authority

LOCAL LEVY

Based on the estimated valuation data received from the State Department of Assessments and Taxation, the revenue anticipated from local tax levies for FY04 is \$6,656,976, which represents a 6.7% increase from FY03.

REAL PROPERTY TAX (Account 3011)

LEGAL CITATION: Takoma Park City Charter, Section 912.

SOURCE: All real property within the corporate limits is subject to real property tax. The Charter limits the rate of taxation for general taxes to \$3.00 per \$100 of assessed property value.

FORMULA: Assessed valuation is determined by the State of Maryland; the State physically inspects all real property every three years. Any increase in value is phased in over a three-year period. The revenue projection is estimated at a 99.5% collection rate.

The FY03 tax rate was \$0.66 per \$100 cash value. The adopted FY04 tax rate is \$0.660 per \$100 cash value. As of FY97, stormwater revenues were no longer derived from the property tax. The City converted to a fee based system.

COLLECTION: Consolidated tax billing.

CONTACT: Montgomery County, Division of Revenue.

PERSONAL PROPERTY TAX (Account 3020)

LEGAL CITATION: Takoma Park City Charter, Section 917.

SOURCE: This represents tax collections on assessed personal property (inventory) of businesses and corporations operating in the City. The assessments are based on data received from the State Department of Assessments and Taxation office in Baltimore for corporation assessments, and State Department of Assessments and Taxation offices in Rockville for unincorporated business assessments.

FORMULA: Section 912 of the City Charter limits the rate of taxation on personal property to \$3.00 per \$100 of assessed valuation. The FY04 tax rate is \$1.65 per \$100 assessed value, the same rate as applicable to real property.

The FY04 revenue represents estimated collections. Budgeted revenue is based on City collection experience, not the full assessable base certified by the State.

COLLECTION: Consolidated tax billing beginning in FY01.

CONTACT: Montgomery County, Division of Revenue.

RAILROAD AND PUBLIC UTILITIES (Account 3030)

LEGAL CITATION: Takoma Park City Charter, Sections 911 and 912.

SOURCE: This represents receipt of real property taxes levied on the public utilities (e.g., Washington Gas, PEPCO, Bell Atlantic Telephone Company, etc.).

FORMULA: The revenue is projected at a 99.5% collection rate.

COLLECTION: Billing will be done by Montgomery County based on assessment information received from State Department of Assessments and Taxation Office in Baltimore.

CONTACT: Montgomery County, Division of Revenue.

PENALTIES AND INTEREST - DELINQUENT (Account 3040)

LEGAL CITATION: Takoma Park City Charter, Section 915.

SOURCE: This account represents the collection of penalties and interest on delinquent real and personal property tax accounts, and multi-family refuse and license billings.

FORMULA: Taxes 8% interest per year, 12% penalties per year, refuse 10%.

COLLECTION: Taxes - October 1 of each year.
Refuse - February of each year.

CONTACT: City of Takoma Park.

ADMISSION AND AMUSEMENT TAX (Account 3050)

LEGAL CITATION: Annotated Code of Maryland, Tax General Article, Sections 4-102 through 4-105, and Section 2-202.

SOURCE: State law provides for a municipal levy of a tax on the gross receipts of a wide variety of entertainment and amusement activities which take place within municipal boundaries.

FORMULA: The gross receipts may be taxed at a rate up to 10 percent. However, if the activity is also subject to a State sales tax or use tax, the combined total tax on gross receipts must not exceed 10 percent.

City Council adopted Ordinance 1992-16 on May 26, 1992 increasing the tax levy from 4 1/2% to 10% of gross receipts effective July 1, 1992.

COLLECTION: Every firm or person subject to the tax is required to pay their respective taxes to the State Comptroller by the 10th of each month. The Comptroller deducts and retains an amount of revenue sufficient to cover the costs of administering the program. The balance of the taxes collected is paid back to the respective governments within twenty days after the end of each calendar quarter.

CONTACT: State of Maryland, Income Tax Division.

ADDITIONS AND ABATEMENTS (Account 3060)

LEGAL CITATION: Takoma Park City Charter, Section 914.

SOURCE: This category represents the collection or disbursements of prior year's taxes.

FORMULA: None.

COLLECTION: Monthly.

CONTACT: Montgomery County, Assessment Office.

TAXES - STATE SHARED

In FY04, taxes shared by the State (e.g. income tax) are projected for a large decrease over the FY03 estimated receipts. This increase comes from income taxes and highway revenues.

Montgomery County has adopted a County "piggyback" income tax of 60%, a figure which impacts the amount the City will receive in income tax revenue.

HIGHWAY USER REVENUES (Account 3120)

LEGAL CITATION: Annotated Code of Maryland, Transportation Article, Sections 8-401 thru 8-413 and Section 12-118(b)(2).

SOURCE: These funds are derived from the Gasoline and Motor Vehicle Revenue Account in the Transportation Trust Fund, including: the gasoline tax, vehicle titling tax, and specified vehicle registration fees.

FORMULA: Highway user revenues are divided among the State (70%) and the counties and municipalities (30%). Baltimore City receives the greater of \$157.5 million or 11.5% of the State's revenues and the counties and municipalities receive 30% of the State's revenues less the amount distributed to Baltimore City. Funds within the county areas are then divided between the county and municipalities located

within a given county. One-half of the funds are divided between the county and the municipalities on the basis of proportionate road mileage. The other half of the funds are divided between the county and municipalities on the basis of motor vehicle registrations.

It is important to note that changes in this revenue source affect the Montgomery County double taxation rebate for road maintenance. As the State revenue increases, the County rebate decreases and conversely as the State revenue decreases, the County rebate increases.

COLLECTION: Monthly with a 2-month delay.

CONTACT: State of Maryland, Highway Administration.

INCOME TAXES (Account 3130)

LEGAL CITATION: Annotated Code of Maryland, Tax General Article, Section 2-607.

SOURCE: State law provides the authority for the disbursement of State income tax to municipalities.

FORMULA: The Comptroller is required to annually certify the amount of State income tax liability of the residents of each municipality and return 8.5% of that total to the respective local government. These payments are deducted from the county share of the local income tax. Each county and Baltimore City are required to levy a local income tax equivalent calculated as a percentage of the State income tax liability of City residents (e.g. 50%). General Assembly action during the 1992 session gave Counties the authority to increase the income tax levy to a maximum of 60% of State tax liability. Historically, both Montgomery and Prince George's Counties increased the tax levy rate to 60%, effective July 1, 1992. Prince George's tax rate reduced to 58% in January 1995 and was increased to 60% effective January 1996.

COLLECTION: Quarterly set amounts--based on estimated collections. Monthly--based on actual collections.

CONTACT: State of Maryland, Income Tax Division.

LICENSES AND PERMITS

License and permit revenues for FY04 are projected to decrease from FY03 receipts by \$19,604. During FY98 the City received funds from a one-time right-of-way construction permit issued to Metro Fiber Systems of Baltimore (MFS) for installation of fiber optic cable along Ethan Allen and Philadelphia Avenues. The company has since filed for bankruptcy..

EXCAVATION AND DRIVEWAY PERMITS (Account 3220)

LEGAL CITATION: Takoma Park City Code, Chapter 11, Sections 11-15 through 11-23.

SOURCE: This revenue comes from the issuance of permits to individuals/businesses installing driveway aprons on their premises. Utility companies also pays a permit fee for excavation in City streets.

FORMULA: Fee schedule.

COLLECTION: Fee due at time permit is issued.

CONTACT: Takoma Park, Public Works.

TRADERS LICENSES (Account 3230)

LEGAL CITATION: Annotated Code of Maryland, Business Regulation Article, Sections 17-206, 17-305 and 17-1804.

SOURCE: This category represents revenue received from licenses issued to businesses such as chain stores, restaurants, bowling alleys, etc.

FORMULA: The State collects (through the Clerks of the Courts) the fees for the licensed activities and returns them to the local government in their entirety, less certain administrative expenses. Three percent of the fees are paid into the State general fund. In Montgomery County, three percent of the fees are retained by the Clerk of the Court, with the remaining 94% paid to the City. For years prior to July 1, 1997, Prince George's County Clerk of the Court retained five percent, with the remaining 92% remitted to the City.

COLLECTION: Monthly.

CONTACT: State of Maryland.

TAKOMA JUNCTION LAND LICENSE (Account 3240)

LEGAL CITATION: Agreement executed July 28, 1998 between the City and the Co-op.

SOURCE: This category represents the license fee agreed to between the City and the Takoma/Silver Spring Food Co-op that gives the Co-op the right to parking on the City owned vacant lot in Takoma Junction.

FORMULA: Bi-annual billing based on terms of agreement.

COLLECTION: Twice a year.

CONTACT: City of Takoma Park.

TREE PERMITS (Account 3250)

LEGAL CITATION: Takoma Park City Code, Chapter 12, Section 12-24.

SOURCE: Fees for removal of trees.

FORMULA: The City collects a permit fee of \$25 prior to the removal of a tree. Also, applicants can choose to pay an in lieu of tree replacement fee instead of replanting trees that they may be required to replant under the tree ordinance. In the event in-lieu-of-tree replacement fees are paid, the funds are put in the tree fund for city purchase of replacement trees.

COLLECTION: Fee due at time permit is issued.

CONTACT: Takoma Park, Department of Public Works.

PARKING PERMITS (Account 3260)

LEGAL CITATION: City Code, Chapter 13, Section 13-63.1 and Administration Regulation 98-1.

SOURCE: The City collects fees from City residents who are issued residential parking permits for designated areas.

FORMULA: Residents in designated parking permit areas pay a fee of \$10 per parking permit. During FY98 City Council authorized a change in the permit parking program to a biennial program with parking permits issued for a two year term beginning in June, 1998 at a permit fee of \$20.

COLLECTION: Fee due at time permit is issued.

CONTACT: Takoma Park, Police Department.

REVENUE FROM OTHER AGENCIES

Intergovernmental receipts for FY04 are projected at a 1.7% increase over FY03 budgeted revenues. The revenue sources include Montgomery double taxation rebates, State Aid for Police services, in lieu payments for tax exempt County property (Takoma Towers), Cable fees from the County-City cable franchise agreement, etc. The increase in some County double taxation rebates are due in part to the County formulas that have elements that increase annually (e.g. assessable base). Revenue increases are projected for State aid police services.

POLICE PROTECTION (Account 3310)

LEGAL CITATION: Annotated Code of Maryland, Article 88B, Sections 64 through 69.

SOURCE: State law provides for a State Aid for Police Protection grant to political subdiv-

isions throughout the state.

FORMULA: The grant is based on an annual report of police expenditures by the City which is submitted to the Maryland State Police.

COLLECTION: Quarterly.

CONTACT: Maryland State Police.

SCCP GRANT (Account 3313)

LEGAL CITATION: Agreement between City and Montgomery County.

SOURCE: This is a state grant administered by the Montgomery County Interagency Coordinating Board and received by the Recreation Department grant for use of schools after hours, designated for programs focused on leadership.

FORMULA: Takoma Park receives \$3,050 as an annual grant.

COLLECTION: Twice a year.

CONTACT: Takoma Park, Recreation Department.

BANK SHARE TAX (Account 3315)

LEGAL CITATION: Annotated Code of Maryland, Article 25, Section 220.

SOURCE: This revenue item as originally established was discontinued in 1968. It represented a tax imposed on the shares of stocks of banks and finance corporations in the State. The State compensates the counties for their loss of revenues from this item; the counties, in turn, compensate municipalities for their revenue loss equal to the amount they received in the 1967-68 fiscal year.

FORMULA: Takoma Park receives \$5,643 as an annual grant.

COLLECTION: Twice a year.

CONTACT: Montgomery County.

MONTGOMERY COUNTY - LIBRARY AID (Account 3321)

LEGAL CITATION: Montgomery County Code Section 2-53.

SOURCE: Since the 1950's the City has received a rebate from Montgomery County for library services that the City provides in lieu of County services. The authority for this rebate was in Montgomery County Code, Section 2-53 and it included language that stated that any bi-county municipality was eligible to receive this

rebate. The rebate has been calculated as a tax differential amount; the County library costs is converted into a property tax rate equivalent which is multiplied by the City's Montgomery County section assessable base. When the City ceased to be a bi-county city on July 1, 1997, the County Code section became obsolete. The County Executive and County Council both agreed to continue the library rebate in FY98 as a transition year, during which time the policy of the County rebate would be reviewed. The County Executive agreed during FY98 to continue the rebate during FY99 for an additional year. The County Council approved the FY99 library rebate at the same level as FY98 and agreed to make a decision on continuation of the library rebate beyond FY99. Beginning FY00, the Montgomery County Council has approved an annual payment for the City Library.

FORMULA: Payment will be the amount which would be realized if that portion of the general county ad valorem tax rate on real and personal property attributable to the appropriation for the Department of Public Libraries for that fiscal year were levied against the assessed value, on the preceding county date of finality, of the real and personal property in that municipality.

COLLECTION: Three times a year.

CONTACT: Montgomery County.

MONTGOMERY COUNTY - POLICE REBATE (Account 3323)

LEGAL CITATION: Montgomery County Code, Section 35-5.

SOURCE: This revenue category constitutes a rebate from Montgomery County for police services.

FORMULA: Rebates is calculated at a rate of \$0.048 per \$100 cash property value of property in the Montgomery Section of Takoma Park. As the City's assessable base increases or decreases annually, the County rebate will either increase or decrease.

COLLECTION: October of each year.

CONTACT: Montgomery County, Budget Department.

MONTGOMERY COUNTY - IN LIEU OF POLICE (Account 3325)

LEGAL CITATION: Article 81, Section 32A, of the State Annotated Code and Montgomery County Code 30A, by Resolution 9-1752 of the County Council.

SOURCE: This category is municipal revenue sharing funds. The revenue estimate reflects a police rebate agreement that should be executed with Montgomery County during FY03.

FORMULA: The rebate formula reflects the amount the County would spend to provide police services to the City based on the number of calls for service the City receives (time

weighted formula) and the County salaries of patrol officers and sergeants, and cost of County vehicles and equipment for the fiscal year, two years previous.

COLLECTION: October of each year.

CONTACT: Montgomery County, Budget Office.

**MONTGOMERY COUNTY - IN LIEU OF ROAD MAINTENANCE
(Account 3326)**

LEGAL CITATION: Montgomery County Code 30A, Council Resolution 9-1752.

SOURCE: County Code authorizes municipal revenue sharing disbursements to municipalities in Montgomery County for City maintenance of municipal roads that are in the county.

FORMULA: In 1996, a municipal-County double taxation task force came up with a new road maintenance rebate formula that is based on County expenditures for various eligible road activities as well as gives credit to municipalities for the number of bridges and traffic signals maintained. The formula operates on a two year lag basis. For FY00, municipalities will receive a rebate based on County expenditures incurred in FY98.

Increases or decreases in this double taxation revenue are affected by the amount of Highway User revenues received by the County and the cost of County capital improvement projects. A reduction in County road improvement spending could result in a reduction in this rebate. However, State Highway revenue reductions could result in an increase in the rebate from Montgomery County.

COLLECTION: October of each year.

CONTACT: Montgomery County, Budget Office.

**MONTGOMERY COUNTY - IN LIEU OF PARKS MAINTENANCE
(Account 3328)**

LEGAL CITATION: Montgomery County Code, Section 30A.

SOURCE: This revenue is disbursed to the City through the County municipal revenue sharing program.

FORMULA: It is disbursed as payment in lieu of County services in the City. The FY03 budget figure is based on the FY01 County rebate plus inflation.

COLLECTION: October of each year.

CONTACT: Montgomery County, Budget Office.

**MONTGOMERY COUNTY - IN LIEU OF CROSSING GUARDS
(Account 3329)**

LEGAL CITATION: Montgomery County Code, Section 30A.

SOURCE: This revenue is disbursed to the City through the County municipal revenue sharing program. It is disbursed as payment in lieu of County services for crossing guard services provided by the City at County school crossings.

FORMULA: The budgeted figure is based on FY01 City expenditures for crossing guards which do not exceed the County's allowable cap for County crossing guard salary and fringe expenditures.

COLLECTION: October of each year.

CONTACT: Montgomery County, Budget Office.

**MONTGOMERY COUNTY REVENUE AUTHORITY - IN LIEU OF TAXES
(Account 3330)**

LEGAL CITATION: Agreement between City and Montgomery County.

SOURCE: This revenue account represents collection of revenue from Montgomery County Revenue authority in lieu of property taxes for Takoma Towers, a Section 202 Elderly Housing site.

FORMULA: Increases in revenue from this PILOT are based on increased rents at the Towers.

COLLECTION: Quarterly.

CONTACT: Montgomery County, Revenue Authority.

TAKOMA RECREATION CENTER AGREEMENT (Account 3333)

LEGAL CITATION: Agreement between City and Montgomery County Recreation Department.

SOURCE: The unification legislation passed by the General Assembly in 1994 described the conditions for the unification of the City of Takoma Park into one County and the transfer of County owned property to another County. As of July 1, 1997, the Takoma/Langlely Recreation Center was transferred from Prince George's County Park and Planning Commission to Montgomery County Park and Planning Commission. The City and Montgomery County Recreation Department entered into an agreement for FY98 that the City would operate the recreation center located on New Hampshire Avenue and would receive a \$158,000 grant to support operations and the City would remit to the County the first \$40,000 in program revenues received.

FORMULA: For FY04, the one year agreement was extended; the County grant is \$100,000 and

the City retains any program revenues received.

COLLECTION: Quarterly.

CONTACT: Montgomery County, Recreation Department.

HOTEL-MOTEL TAX (Account 3344)

LEGAL CITATION: Montgomery County Code, Section 52-17(d).

SOURCE: House Bill 869 was passed in the 1994 Maryland General Assembly session phasing in distribution to municipal corporations of a certain portion of the Prince George's County hotel-motel tax revenue collected from hotels and motels located in municipal corporations.

FORMULA: In FY95 the City received 25% of the County hotel-motel tax revenue generated from the Hampshire Motor Inn; in FY96 the City received a 50% share of the hotel-motel tax revenues generated. During the 1995 General Assembly session, the City successfully pursued local legislation that would be applicable in Montgomery County, for formerly bi-county cities to receive a 50% share of the County hotel-motel. This allowed for the continuation of this revenue after unification. As of July 1, 1997, the City has received a 50% share of the Montgomery County hotel/motel tax paid by the Hampshire Motor Inn.

COLLECTION: Monthly.

CONTACT: Montgomery County, Finance Department.

CABLE FEES (Account 3350)

LEGAL CITATION: Takoma Park City Council Resolution #2000-43 regarding the ownership of the Cable Franchise.

SOURCE: This revenue account represents franchise fees collected from Cable TV Montgomery for FY03.

FORMULA: The municipalities and County agreed to a change in the fee distribution. Prior to July 1, 1998 municipal co-franchisers with the County only received 40% of the franchise fees. For FY03 municipalities will keep 70% of the cable franchise fees. The total franchise fee is based on the number of Cable TV subscribers in Takoma Park and represents 5% of gross revenues.

COLLECTION: Quarterly.

CONTACT: Takoma Park, Telecommunications Manager and Montgomery County Cable Office.

CABLE FEES (Account 3351)

LEGAL CITATION: Documented in Franchise Agreement and MOU between the City and County.

SOURCE: This account represents revenue from the cable operator for the operation of the City's cable channel.

FORMULA: The Cable operator provides a grant to fund the City's cable channel for fifteen years, beginning with FY98. The funding for the first two year will be \$50,000 with CPI adjustments for the next thirteen; concurrent the length of the Franchise.

COLLECTION: Quarterly.

CONTACT: Takoma Park, Telecommunications Manager and Montgomery County Cable Office.

SERVICE CHARGES

Service charges are fees for City services like public parking, the licensing and inspection of multi-family rental units and fees for activities offered by the City's Recreation Department.

PROTECTIVE INSPECTION FEES (Account 3420)

LEGAL CITATION: City Code, Chapter 6, Article 9, Division 1, Section 6-107.

SOURCE: This account represents the collection of licenses, registration and inspection fees for multi-family dwellings in the City.

FORMULA: In January, 1992 the City implemented a biennial inspection program, exempting those owners whose properties consistently remain free of code violations from paying annual licensing and inspection fees on alternate years. FY94 and subsequent years' revenues have been based on the increase in the licensing and inspection fees from \$48 to \$62 per unit as approved by Council Ordinance 1993-23 as well as the alternate year revenues from those properties on the biennial program. For FY 99 an increase was proposed in the fee to \$72 per unit and City Council approved a fee of \$68 per unit. Beginning in FY00 the rate will be adjusted by the local CPI.

COLLECTION: Annual billing.

CONTACT: Takoma Park, Finance Department.

COMMERCIAL INSPECTIONS (Account 3421)

LEGAL CITATION: Takoma Park City Charter, Sec. 6-202.

SOURCE: This account represents the collection of commercial and inspection fees for business owners in the City.

FORMULA: \$75.00 for business premises up to 15,000 square feet of enclosed area; \$150.00 for business premises between 15,001 square feet and 45,000 square feet of enclosed area; and \$225.00 for business premises containing more than 45,001 square feet of enclosed area. Fees are due and payable thirty (30) days after billing.

COLLECTION: Annual billing.

CONTACT: Takoma Park, Finance Department.

DONATIONS (Account 3430)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This revenue account represent funds anticipated to be donated for general or specific projects during FY04.

FORMULA: None.

COLLECTION: No schedule.

CONTACT: Takoma Park, Finance Department.

PUBLIC PARKING FACILITIES (Account 3440)

LEGAL CITATION: Takoma Park City Code, Chapter 13, Division 2.

SOURCE: Metered parking is provided in the City. This account reflects the anticipated coin collection from parking meters for FY04 based on FY03 collections.

FORMULA: Amount indicated on meter pursuant to City Code.

COLLECTION: Weekly.

CONTACT: Takoma Park, Police Department.

WASTE COLLECTION AND DISPOSAL CHARGES (Account 3450)

LEGAL CITATION: Takoma Park City Code, Chapter 10, Article 3.

SOURCE: This revenue accounts for the collection of fees for refuse disposal from multi-family units in the City.

FORMULA: Beginning in FY00 these fees will be increased from \$100 per year to \$115 per year per rental unit. In FY93, City Council authorized a recyclable collection fee of \$50

per unit, a charge to rental property owners who decide to keep private haulers for their collection but want recycling collection from the City. FY00 budgeted revenues reflects prior years' collection history. In FY98 the City purchased two new trash trucks equipped with dumpster lifts with the intent of offering dumpster pick ups to rental property owners in the City. For FY03, the City will provide dumpsters to property owners who sign onto City trash collection service. An expansion of the City's trash collection will mean additional revenues. This revenue account is budgeted at an increase from last year and represents the estimate of increased revenue from an expanded program.

COLLECTION: Annual billing.

CONTACT: Takoma Park, Finance Department.

RECREATION CLASS FEES (Account 3460)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This account receives all fees charged for Recreation classes.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

SPORTS (Account 3461)

LEGAL CITATION: Takoma Park City Budget(Revenue Source).

SOURCE: These revenues are generated from the collection of fees for Sports activities.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

YOUTH OUTREACH FEES/PROGRAM ACTIVITY REVENUES (RECREATION) (Account 3464)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: For FY93 a new revenue line item was created to account for program revenues and fees collected from Youth Outreach participants for program activities like the registration for the Moonlight Basketball leagues and program revenues from the sale of tickets to Youth Outreach programs.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

SPECIAL PROGRAMS (RECREATION) (Account 3465)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: A new revenue line item was created in FY93 to account for revenues from special programs sponsored by the Recreation Department (e.g., tickets sold for the Halloween Haunted house).

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

CAMPS (RECREATION) (Account 3466)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: A new recreation program begun in FY93 expanded in FY96 and again in FY97.

FORMULA: This expansion, plus a FY96 fee policy which more fully covers the costs of offering these camps, has resulted in higher projected revenues than previous years, though some of those revenue increases are offset by camp scholarships. If minimum registration levels do not occur, some camps will be canceled; if canceled these estimated revenues will not be met, and the corresponding operating expenses will also be eliminated.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

AFTER SCHOOL PROGRAMS (Account 3467)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: In FY01, the major goals of the After School Programs will be to increase participation levels, provide safe, affordable child care to elementary age youth during the after school hours. Specific emphasis will be placed on quality programming and developing staff child care certification.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

FACILITY RENTAL (Account 3469)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: During FY 97 City Council approved a fee schedule for the rental of City facilities like the Heffner Building and rooms in the municipal building. Fees collected from private groups using City facilities are credited to this revenue account.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

FINES - LIBRARY (Account 3470)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: The Library collects fines on overdue items that are checked out by library patrons.

FORMULA: \$0.25 daily - adult books up to \$10.00 maximum.
\$0.10 daily - children's books up to \$5.00 maximum.
\$0.10 daily - magazines

COLLECTION: Daily.

CONTACT: Takoma Park, Library.

TAKOMA LANGLEY CONTRACTUAL SERVICES (Account 3471)

LEGAL CITATION: Takoma Park City Budget (Revenue Source)

SOURCE: These revenues are generated from the classes held at the Takoma Langley Recreation Center by outside contractors.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTRACT: Takoma Park, Recreation Department

TAKOMA COMMUNITY CENTER MEMBERSHIP FEES (Account 3472)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: The City collects a membership fee ranging between \$15-80 per person, for regular access to the gym and weight room.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

TAKOMA COMMUNITY CENTER FACILITY RENTAL (Account 3473)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: The City collects fees for the rental of the gym at the community center. The City began its operation of the Recreation Center as of July 1, 1997 and rental fees began to be charged during the latter part of FY98.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

TAKOMA COMMUNITY CENTER PROGRAMS (Account 3474)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: The City collects program fees from programs conducted at the Community Center (e.g. Computer Camps, Adult open gym).

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Recreation Department.

RENTAL-INCOME MONTGOMERY COUNTY (3476)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: MOU to be entered into with Montgomery County for rental of City property for

temporary fire house.

FORMULA: To be determined.

COLLECTION: To be determined.

CONTACT: Takoma Park, Finance Department.

FINES AND FORFEITURES

FY04 fines and forfeitures are budgeted to increase \$55,000 from the FY03 budget. The increase more accurately reflects collections in the two previous fiscal years. The City has a contract for out-of-state ticket collection through MVA's in all 49 states and in-state collection of Maryland tickets.

The comprehensive parking program begun in the latter part of FY91 included reestablishing participation in the State flagging program by tracking unpaid parking tickets and notifying the State Motor Vehicle Administration, which holds up Maryland drivers tag renewals until all outstanding tickets are paid.

Other fines are dependent on citation activity by the Police and Code Enforcement based on violations that occur during the fiscal year. The most unpredictable revenue source is forfeitures from drug enforcement seizures by the Police Department. The latter account was newly created for FY90 to track the drug related seizures of cash and property separately from other types of forfeitures.

ADMINISTRATIVE FEES PARKING (Account 3510)

LEGAL CITATION: Takoma Park Revenue Source (City Budget)

SOURCE: This account represents revenue from the collection of delinquent parking tickets.

FORMULA: The City collects an additional \$15.00 per delinquent ticket to compensate for the City's additional time spent on collection processes.

COLLECTION: Daily.

CONTACT: Takoma Park, Police Department.

SUMMONS AND FORFEITURES (Account 3520)

LEGAL CITATION: Takoma Park City Code, Chapter 13, Article 4, Division 2.

SOURCE: This revenue account represents the collection of police summonses, parking violation tickets, parking meter violations (i.e. expired meters) and forfeitures collected as a result of violations issued by police officers and one civilian parking enforcement officer who also write citations for non-parking meter violations.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Police Department.

MUNICIPAL INFRACTIONS (Account 3530)

LEGAL CITATION: Takoma Park City Code, Chapter 10, Article 7.

SOURCE: The Code authorizes the issuance of a fine for violations of Sections 10-6, 10-8, 10-22, 10-23, 10-28, 10-32 and 10-43 of the City Code. This revenue account represents the collection of municipal infraction fines, principally for those municipal infraction citations written by City of Takoma Park Code Enforcement Officers.

FORMULA: Fine schedule (Takoma Park City Code, Chapter 1. General Provisions, Section 1-19. Municipal infractions).

COLLECTION: Daily.

CONTACT: Takoma Park, Code Enforcement Division.

FORFEITURES (DRUG SEIZURES) (Account 3540)

LEGAL CITATION: Annotated Code of Maryland, Article 27, Section 297.

SOURCE: Drug enforcement activity by the Police has resulted in the seizure of cash and property which, in prior years, has subsequently been released to the City upon completion of legal forfeiture proceedings. At the instruction of Mayor and Council, a separate budget line item was created in FY90 to account for cash forfeitures that have been released to the City.

FORMULA: Given the unpredictable nature of this revenue stream, a conservative approach is taken in budgeting for this revenue from year to year.

COLLECTION: Upon completion of legal forfeiture proceedings.

CONTACT: Takoma Park, Police Department.

MISCELLANEOUS REVENUES

Revenue in the miscellaneous category fluctuates from year to year, particularly as the City borrows for capital project funding.

LOAN PROCEEDS (Account 3606)

LEGAL CITATION: Takoma Park City Budget.

SOURCE: This account represents monies borrowed from lenders to pay for long-term financing.

FORMULA: Based on amounts needed for projects.

COLLECTION: Based on drawn-down schedule.

CONTACT: Takoma Park, Finance Department.

INTEREST AND DIVIDENDS (Account 3610)

LEGAL CITATION: Annotated Code of Maryland, Financial Institutions Article, Section 5-301.

SOURCE: This revenue account represents interest earned on investment of City funds.

FORMULA: Based on investments.

COLLECTION: Monthly.

CONTACT: Takoma Park, Finance Department.

SALE OF IMPOUNDED PROPERTY (Account 3620)

LEGAL CITATION: Annotated Code of Maryland, Transportation Article Section 25-203 through 25-207.

SOURCE: This revenue account represents funds collected as the proceeds from the sale of property impounded by the Police Department.

FORMULA: This is an unpredictable revenue source which is dependent on the number of abandoned vehicles and property sold at auction and the sale of impounded property taken in drug seizure related cases. FY03 revenues are projected according to past history of collections.

COLLECTION: Payment at time of auction.

CONTACT: Takoma Park, Police Department.

COPYING (Account 3630)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This revenue account includes fees collected for photo-copying services provided

by the City to the public, primarily from the coin-op Library copy machine.

FORMULA: \$0.10 / page.

COLLECTION: Payment at time of copying.

CONTACT: Takoma Park, Finance Department.

ADVERTISING-BUS SHELTERS (Account 3640)

LEGAL CITATION: Takoma Park City Budget.

SOURCE: Monies collected for this account are based on the number of advertising shelters located in the City.

FORMULA: Fee based.

COLLECTION: Twice a year.

CONTACT: Takoma Park, Finance Department.

FARMERS' MARKET (Account 3650)

LEGAL CITATION: City of Takoma Park Resolution #2000-22.

SOURCE: This revenue account represents collection of rental fees for vendors renting space on City property.

FORMULA: \$60.00 / week

COLLECTION: Weekly during months of operation.

CONTACT: President, Farmers Market

MISCELLANEOUS - OTHER (Account 3680)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: These accounts represent miscellaneous revenue collections from the sale of City maps, and fees for police reports, and any other unanticipated source of revenue that comes in during the fiscal years.

FORMULA: FY04 receipts are based on collection history.

COLLECTION: Daily.

CONTACT: Takoma Park, Finance Department.

TELEPHONE COMMISSIONS (Account 3681)

LEGAL CITATION: Contract between City and Bell Atlantic.

SOURCE: This account was first proposed for FY93 to separate out (from the Miscellaneous-Other category), and track the commissions received from pay phones operated on public property.

FORMULA: FY04 receipts are budgeted based on collection history.

COLLECTION: Monthly.

CONTACT: Bell Atlantic.

RECYCLABLE SALES (Account 3682)

LEGAL CITATION: Agreement between City and Southeast Recycling.

SOURCE: This account was first proposed for FY93 to separate out (from the Miscellaneous-Other category), and track the amount of revenue produced from the sale of recyclables. FY96 and 97 receipts were unusually high due to high newsprint prices. In FY03 the City will continue to receive revenues from the sale of cardboard and mixed paper.

FORMULA: Current market prices.

COLLECTION: Monthly.

CONTACT: Takoma Park, Department of Public Works.

INSURANCE CLAIM PAYMENTS (Account 3683)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This revenue category was first proposed in FY93 to track insurance claim payments received from the Local Government Insurance Trust for coverage of damaged City property.

FORMULA: Cost of replacement less deductible.

COLLECTION: Variable.

CONTACT: Takoma Park, Human Resources / Risk Management.

SALE OF CITY PROPERTY (Account 3684)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This provides tracking of revenue from sale of surplus City property like furniture, vehicles, large pieces of equipment (e.g. leaf vacuums).

FORMULA: Included in City Auctions.

COLLECTION: At time of sale.

CONTACT: Takoma Park, Police Department.

MULCH SALES (Account 3685)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This account was initiated in FY95 to track revenue from the sale of leaf mulch, a product resulting from the City's processing of leaves collected in the fall from City streets. Budget revenues continue to be estimated conservatively.

FORMULA: Fee schedule.

COLLECTION: March - August.

CONTACT: Takoma Park, Department of Public Works.

PASSPORT APPLICATIONS (Account 3687)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: A new source of revenue was proposed by staff. During the last quarter of FY98 City staff were trained by the US State Department and the City became a passport acceptance site for persons applying for US passports.

FORMULA: The passport application fee is \$85; \$55 goes to the US State Department and \$30 is retained by the City as a processing fee.

COLLECTION: Monday through Wednesday of each week.

CONTACT: Takoma Park, Administration Office.

SPECIAL TRASH PICK-UP (Account 3689)

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: Residents.

FORMULA: Fee schedule.

COLLECTION: Daily.

CONTACT: Takoma Park, Public Works.

WAH NURSING HOME PAYMENT-IN-LIEU OF TAXES (PILOT)
(Account 3696)

LEGAL CITATION: Agreement between the City and the Washington Adventist Nursing and Rehabilitation Center, Inc.

SOURCE: An agreement was executed between the City and the Washington Adventist Nursing and Rehabilitation Center, Inc., for annual payments to the City in recognition of City services received by the Corporation and for which as a non-profit entity it is has become exempt from paying real property tax.

FORMULA: The City will be negotiating a new agreement during FY04. The City received graduated payments from the Corporation for eight years--a total of \$136,000. In FY93 the payments began at \$10,000, and increased by \$2,000 increments each year, ending in FY00.

COLLECTION: Annual.

CONTACT: Takoma Park, Finance Department.

WAH HOSPITAL PILOT (Account 3697)

LEGAL CITATION: Agreement between the City and the Washington Adventist Hospital.

SOURCE: The 1991 agreement established a payment in lieu of taxes schedule.

FORMULA: Payment of \$26,000 is made to the City, on the third anniversary of the industrial revenue bonds issued by the City on behalf of the Hospital and for payment every year thereafter as long as the bonds are outstanding.

COLLECTION: Annual.

CONTACT: Takoma Park, Finance Department.

EDINBURGH PILOT (Account 3698)

LEGAL CITATION: Agreement between the City and the Montgomery Housing Partnership.

SOURCE: The FY96 agreement with the Montgomery Housing Partnership, owners of the Edinburgh House apartment building, established a time-limited phase back of City

property taxes and a payment to the City in lieu of those taxes in order to assist in the comprehensive rehabilitation of those apartment units.

FORMULA: 50% of total property taxes due.

COLLECTION: Annual.

CONTACT: Takoma Park, Finance Department.

SURPLUS/RESERVES

APPROPRIATED SURPLUS / RESERVES (Account 3660)

LEGAL CITATION: Takoma Park City Budget.

SOURCE: These accounts include funds appropriated from surplus/capital reserves by the City Council. The FY04 Budget absorbs \$990,000 in unappropriated funds from prior years. The draw down of \$217,000 from the Equipment Replacement Reserve fund is detailed in that section of the budget document. A \$16,000 Recreation Center Reserve is included as a reserve for FY04.

FORMULA: None.

COLLECTION: None.

CONTACT: Takoma Park, Finance Department.

STORMWATER MANAGEMENT

LEGAL CITATION: Takoma Park City Charter, Section 1205.

SOURCE: All developed property other than government owned property within the corporate limits is subject to stormwater management fees or user charges.

FORMULA: Single family residential properties pay a fixed annual fee rate of \$28.68. All non-residential properties and multi-family properties will be charged a fee that is based on their actual impervious area.

COLLECTION: Annually.

CONTACT: Takoma Park, Finance Division.

SPECIAL REVENUE FUNDS

LEGAL CITATION: Takoma Park City Budget (Revenue Source).

SOURCE: This fund accounts for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes. Funds are not expended unless prior authorization of the award is received from the grant agency. Included in this group are Community Development Block Grant funds, Program Open Space grant funds for parks acquisition and development, and other County, State and Federal grants.

FORMULA: Based on the grant agreement. Some grants are 100% funded. Other grants require the City to provide a match.

COLLECTION: Based on the grant agreement.

CONTACT: Takoma Park, Finance Division.

Introduced by: Councilmember Stewart

1st Reading: 5/27/03

2nd Reading: 6/09/03

Ordinance No. 2003-16

AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR 2004, BEGINNING JULY 1, 2003 AND ENDING JUNE 30, 2004.

WHEREAS, in accordance with Article IX of the Charter of the City of Takoma Park, it is the determination of the City Council that the annual appropriation Ordinance should be enacted to budget and appropriate funds for the several objects and purposes for which the City must provide in the fiscal year beginning July 1, 2003 and ending June 30, 2004 (FY04).

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND, THAT

SECTION 1. **THAT** from and out of the monies and balances known to be in the General Fund of the City of Takoma Park, Maryland, and from all monies anticipated to come into all funds during the twelve (12) month period ending June 30, 2004 there shall be, and hereby are appropriated General Fund revenues of THIRTEEN MILLION TEN THOUSAND THREE HUNDRED FORTY DOLLARS (\$13,010,340) and a transfer of prior year surplus and/or Unappropriated Reserve balance to the FY04 budget as follows:

Taxes-Local	\$6,656,976
Taxes-State Shared	1,652,000
License & Permits	38,000
Revenue from other Agencies	3,498,364
Service Charges	647,000
Fines & Forfeitures	144,500
Miscellaneous	373,500
SUBTOTAL	\$13,010,340
Prior year surplus/Unreserved, undesignated fund balance	990,000
Recreation Center Fund	<u>16,000</u>
TOTAL	\$14,016,340

SECTION 2: **THAT** the City Manager is hereby authorized to transfer funds to the FY04 budget from the prior year surplus and/or Undesignated Fund Balance in the amount of \$1,006,000.

SECTION 3: **THAT** there shall be, and here are appropriated the following sums for use by the several departments and offices of the City, and for the objects and purposes for which the City must provide during the 2003-04 Fiscal Year:

Police Department	\$4,448,327
Public Works	3,078,654
General Government	1,763,765
Housing & Community Development	980,326
Recreation	979,126
Non-Departmental	910,374
Library	741,433
Capital Expenditures (General Fund)	520,000
Debt Service	307,158
Media	283,352
General Fund Transfer to Special Revenue Fund	3,825
AUTHORIZED FY04 EXPENDITURES	\$14,016,340

SECTION 4. **THAT** in accordance with Article IX of the City Charter, Section 903, there is included in the Non-Departmental Budget, a General Contingency Account appropriation of SIXTY FOUR THOUSAND NINE HUNDRED THIRTY ONE DOLLARS (\$64,931);

SECTION 5. **THAT** a Special Revenue Fund is authorized for receipt of and expenditure of Federal, State or County funded projects, with Revenues of TWO MILLION ONE HUNDRED SEVENTY THOUSAND FIVE HUNDRED FOURTEEN DOLLARS (\$2,170,514) inclusive of a General Fund Transfer of THREE THOUSAND EIGHT HUNDRED TWENTY FIVE DOLLARS (\$3,825), and an Expenditure appropriation of TWO MILLION ONE HUNDRED SEVENTY THOUSAND FIVE HUNDRED FOURTEEN DOLLARS (\$2,170,514).

SECTION 6. **THAT** a Community Center Fund is authorized for the receipt of and expenditure of Federal, State or County funded projects, with Revenues of FIVE MILLION SIXTY FIVE THOUSAND SEVEN HUNDRED SEVENTY EIGHT DOLLARS (\$5,065,778), and Expenditure appropriation of FIVE MILLION SIXTY FIVE THOUSAND SEVEN HUNDRED SEVENTY EIGHT DOLLARS (5,065,778).

SECTION 7. **THAT** a five year Capital Improvements Program, intended to plan for large capital expenditures and their impact on the annual property tax rate, is

adopted in the following amounts:

FY04	\$520,000
FY05	\$701,700
FY06	\$675,500
FY07	\$603,500
FY08	\$596,500

SECTION 8. **THAT** the Council hereby ratifies the storm water management budget for FY04 adopted by the Stormwater Board by Ordinance #2003-14.

SECTION 9. **THAT** the approved FY04 Budget Document and the Proposed FY04-08 Capital Improvements Program are to be made a part of this Ordinance by reference.

SECTION 10. **THAT** should any section of this Ordinance can be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 11. **THAT** this Ordinance shall become effective July 1, 2003.

Adopted this 9th day of June 2003, by Roll Call Vote:

YES: Porter, Elrich, Stewart, Williams

NAY: Maack

ABSTAIN: Austin-Lane

ABSENT: Dawes

Introduced by: Councilmember Stewart

1st Reading:05/27/03

2nd Reading:06/09/03

ORDINANCE NO. 2003-15

AN ORDINANCE TO ESTABLISH THE TAX RATES FOR THE FISCAL YEAR 2004 BEGINNING JULY 1, 2003 AND ENDING JUNE 30, 2004.

WHEREAS, in accordance with Section 6-303 of the Tax Property Article of the Annotated Code of Maryland, the City Council is mandated to establish a municipal incorporation tax rate on or before the first day of July of each year.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND

SECTION 1. THAT Section 11a-2, Chapter 11a, "Taxation", of the City Code of Takoma Park, Maryland, 1972 as amended, be further amended as follows:

Section 11-A-2. Annual tax levy on real and personal property.

(a) Effective July 1, 2003, all real and personal property which is subject to taxation by the City of Takoma Park shall be subject to a tax on the assessed value of such real and personal property as such value is determined by the State Department of Assessments and Taxation, at the rate of:

Real Property	\$0.66 Per \$100.00 of assessed valuation
Personal Property	\$1.65 Per \$100.00 of assessed valuation

SECTION 2. THAT this Ordinance shall be effective July 1, 2003.

Adopted this 9th day of June, 2003.

AYE: Porter, Dawes, Elrich, Stewart, Williams

NAY: Maack

ABSTAIN: Austin-Lane

ABSENT: None

Introduced by: Councilmember Williams

1st Reading:05/27/03

2nd Reading:06/30/03

Ordinance No. 2003-14

AN ORDINANCE TO ADOPT A STORMWATER MANAGEMENT BUDGET FOR FISCAL YEAR 04 BEGINNING JULY 1, 2003 AND ENDING JUNE 30, 2004.

WHEREAS, Article XI, Section 1101 of the Charter of the City of Takoma Park designates the Council as the Stormwater Management Board for Takoma Park with all the powers therein; **AND**

WHEREAS, Section 4-204(d), Environment Article and Article 29, Section 3-205(l) of the Annotated Code of Maryland authorizes the adoption of a system of charges for stormwater management programs by the City; **AND**

WHEREAS, Article XI, Section 1106 of the Charter of the City of Takoma Park states that the Stormwater Management Board is empowered to charge and collect stormwater utility fees and user charges in order to raise sufficient annual revenue to pay for stormwater management activities in the City; **AND**

WHEREAS, the Stormwater Management Board desires to maintain a Stormwater Management Fund for the collection and payment of revenues and expenditures as it deems necessary to provide for the construction, maintenance, operations and repair of the stormwater system in the City.

NOW THEREFORE BE IT ORDAINED BY THE STORMWATER MANAGEMENT BOARD OF THE CITY OF TAKOMA PARK

SECTION 1: THAT for the fiscal year 2004, a Stormwater Management Fee shall be imposed on real property in the City in an amount sufficient to fund the Stormwater Management Expenditures established by Section 4 of this Ordinance. The base rate for the Stormwater Management Fee shall be established by separate Ordinance.

SECTION 2: THAT a Stormwater Management Fund shall be maintained into which shall be deposited:

- (a) All the receipts and revenues from user charges, and utility fees imposed by the City to pay for stormwater management; **AND**
- (b) All charges, fees, fees-in-lieu, grants, and other contributions received from any person or governmental entity in connection with stormwater management activities or programs.

SECTION 3: THAT from and out of the monies known to be received from the utility fees set by the Stormwater Management Board, and from all monies to come into all funds during the twelve (12) month period ending June 30, 2004, there shall be, and hereby are appropriated Stormwater Management Fund revenues, as follows:

Utility Fees:	\$200,000
Stormwater permit fees:	2,200
Stormwater Assessment:	15,000
Penalties and Interest	100
Interest Income	2,200
SUBTOTAL	<u>\$219,500</u>
Unreserved, undesignated fund balance	200,000
TOTAL	<u>\$419,500</u>

SECTION 4: THAT there shall be, and here are appropriated the following sums for use for the support of stormwater management activities during the 2003-04 Fiscal Year:

Personal Services:	\$ 61,483
Operational Expenditures:	158,017
Transfer to Community Center Fund	<u>200,000</u>
TOTAL	<u>\$419,500</u>

SECTION 5: THAT stormwater management project that are declared to be emergencies as defined by the City Council in accordance with the City Charter, may be funded through the Emergency Reserve or other reserves as may be designated by the City Council.

SECTION 6: THAT the approved FY04 budget document with account listings is to be incorporated as a part of this Ordinance by reference.

SECTION 7: THAT should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 8: THAT this Ordinance shall become effective July 1, 2003.

Adopted this day of by Roll Call Vote of the Stormwater Management Board for the City of Takoma Park.

YEA: Porter, Austin-Lane, Dawes, Elrich, Williams

NAY: None

ABSTAIN: None

ABSENT: Maack, Stewart